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HIPAA Audit Riles Health I

Medical industry on edge after feds examine hospital's security procedures

An audit of Atlanta's Piedmont | bility and Accountability Act's Hospital that was quietly initiated by the U.S. Department of Health and Human Services in March is raising concerns in

the health care industry about the prospect of further enforcement actions related to the federal

HIPAA law's data security requirements. The mulit was the first of its kind since the Health Insurance Porta-

HHS has commented

were already in place. Neither Piedmont nor about the audit, and few details have been disclosed publicly Rus an HHS document obtained by Compute world shows that Pied-

security rules went into effect in April 2005, supplementing data privacy mandates that

HIPAA Audit, page 98 Symantec Unifies Controls

Symantec Corn, last week launched a plan to provide a single point of control for the company's breadth of data center storage management software - a goal that some

users said can't be achieved. "Whether or not [Symantec] can pull it off, that's a big nut to crack," said Steve Wilson. IT manager at Cincinnati

Some users wary of storage initiative Thermal Spray Inc. "I would be very skeptical that it could

actually be done." Wilson said be has "stuff everywhere* at CTS, with "different (technology) islands and pieces that don't work

together. I think there's definitely the need for anything that can simplify and unify management of all these different resources."

Symantec, page 100

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The Highly R

VOLUME I - ISSUE 3

Windows Server 2003

For all stories go to

NCsoft WON'T PLAY WITH LINUX, CHOOSES WINDOWS SERVER INSTEAD

eliable Times

www.microsoft.com/cetthefacts

special edition

Reliability Is Essential for Online Game Company

By CHANG SUN PARK
SECULE. Kores - NC soft an intermetional on

game company based in Korea, has an infrastructure that allows 400,000 users to connect to its game service simultaneously, with up to 10 million users per year all around the globe. To accommodate this cod, NCsoft runs nearly 1,000 large-scale server farms capable of handling 40 tembytes of das. It is, in short, a mussive system that cannot affered downstrae.

That need for build-proof maintains as way 19x 50x fo.com. Microsoft-Windows Servery according to Kwale, Soon-wook, Director/Chief of Publishing Unit at Nocoli. "Fefore we implemented our server system, we directly compared Windows Server with Lisux on a variety of different criteria. Windows Server 2003 provided not only reliability, which is our first priority, but also development productivity in a 64-bit carvironment, and cost-efficiency," said Kwale. "It was an easy choice to make."

Indeed, it was a choice that was critical to the continuing success of Nocola, according to Corporating PC Tenar Indeed PP. Tenar Leader Joo Young Kim. "The importance of ordine stability is paramout; in the case of passes such as Lieucage 2, our passing contract with our customers states that an interruption lasting over from hours will result in consumer compensation. The Windows Servey pasterns offers reliable service to bandweds of thousands of simultaneous collans teaers, and therefore players a credit shoel in presentating the continuity of the continuity of

For the full NCsoft :



SPECIAL REPORT: Stunning discovery of secret to success

NCsoft's Kwak, Soon-wook (above) stated yesterds that Windows Server is the secret behind maintain ing the reliability and performance of their system.

EXCLUSIVE INTERVIER

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NEWS

GWireless network relieuts in U.S. cities are being slowed by technical concerns and other issues. say attendees of a municipal Wi Si conference

2 As proposed a voting legislaguards languisbes in Congress. criticism of the bill is mounting among legislators and experts.

2 Online marketplaces that offer eBay-like services for matching companies with freelance developers are attracting IT managers who want flexible workforces - and lower labor costs.



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22 Stobal Dispatches: The head of the U.K.'s National Programme for IT acknowledges mistakes but says the program should cootinue; and digital fingerprints will be added to German passports in November.

24 Users of IBM's Informix Dynamic Server database hope that the upcoming Cheetah release will get the same kind of marketing push as the vendor's flagship DB2 software.

90 Q&A: Microsoft IT manager Devin Murray says the software vendor is trying to boost internal server utilization rates so it can stop paying for unused processing power.

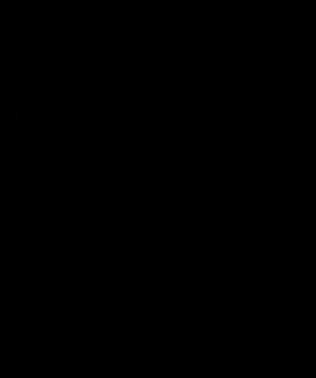
SPECIAL REPORT

O WORK IN IT 2007

A sense of commitment, and connection, keeps IT employees at these top companies jazzed up about work. Package begins on page 31.







NFWS

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4 See the full list of the 100 Best Places, with in-formation about training, staff turnover and promotions. Plus, view the company rankings by size, elsers at the 100 employers.

and check out statistics from the survey of 27,038 IT ED EMPLOYEES. The top employers try hard to

ep their workers happy. And for five IT staffers at one of this year's Best Places, it's working. 72 Different backgrounds and Mean energy TT employees like Cathy Sels (left) at rated Best Places for diversity among its

w of the perks enjoyed by IT e

good garden (1867) in the co

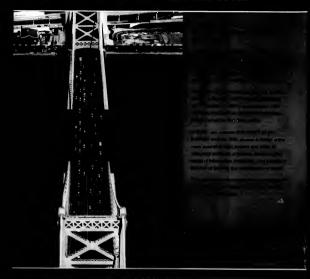
78 dentering prop and, section in the section of th Best Place for IT career development, as fill Baker

80 A wealth of on-the-job and elasurous education put Commonwealth Financial Network at the top of the Best Places list for training, and Keri Donahue reaped the benefits.

61 You Worked Hore, You'd Be Happy Hou. Whether it's generous vacation time or low-cost health care, these Best Places have the benefits you want.

Opinion: Out Image Conscious. Robert Half Tech-nology's Katherine Spencer Lee tells businesses ow to become "employers of choice."

HOW TO EXPECT THE UNEXPECTED



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Computerworld's Best Places to Work in IT survey and is impressed by what truly matters to the respondents.

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hourlong meeting in no laughter But that's what hanpened when we were going through old print editions

recently, preparing for our 40th anniversary issue next month. The original idea of pulling those issues out of storage was to look at important stories and people throughout the years. But we couldn't get over some of those ads!

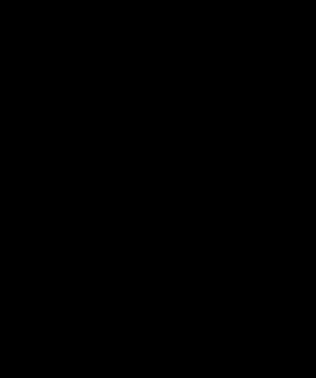
"80 Mbytes of storage for less than \$12,000f" boasts one. In another, a woman in hot pants touts a modem that's. yes, "maybe even sexy." We even found Elvira. Mistress of the Dark. hawking software.

The staff had so much fun, we decided to share. Head online to see a collection of 10 we found the most entertaining, along with some top headlines from



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ILINE DEPARTMENTS



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Frankly Speaking: 102 Frankly Speaking: Frank Hayes looks over Computerworld's Best Places to Work in IT survey and is impressed by what truly

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Mac vs. PC Cost Analysis: How Does It All Add Up?

HARDWARE: Everybody knows PCs are cheaper than Macs, right? Wrong! (At least sometimes.) O www.computerworld.com/bardson

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AFRICAT: A video same maker created a wish list of its ideal job candidates and set up a campaign to woo each one. A personalized iPod helped grab their attention. O www.computerworld.com/itman

Tools That Manage PCs And Macs at the Same Time

SERVERS: Ryan Fans takes a look at tools that handle systems management tasks for Mac and Windows clients and servers. He gives his take on each tool's strengths and weaknesses.

Can Microsoft's Expression Studio Challenge Adobe?

into the design suite market with this bundle of four applications. How do they erack up individually and togeth er - and should Adobe be worried?

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Slim Is in for Windows Desictop Firewalls CUNITY: You don't need a bloated security

ite to get the best protection from a firewall In fact, many of the biggest names offer less rotection than simpler, lesser-known firewalls

Data Governance Will Eclipse CIO Role AGENCENT: lay Cline thinks companies that don't centralize data governance now could face extinction in a few short years. And out of the ashes of what could be a cataciyem for U.S. business will arise a new title: chief information strategist. O www.comouterworld.com/firm

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relopment Staff Palm Inc. has laid off "a sm percentage" of its 1,200 employ ses, mostly from its develo tion was in the wo prior to the sale of a 25% stake in the farm to private equity in-\$325 million earlier this month

te declined to say how many wees had been laid off. dicrosoft Signs Pact With Linux Vendor

Linspire Inc. has signed an intellectual-property agreem with Microsoft Corp. that shi the Linux company's cust from natest claims. Micro has argued that Linux and relat late 235 of its patents, pro Candras Inc. to sign earlier pact pial terms of the Linsoirs deal wase not displaced

Ranieri Stees Down As CA Chairman

Villiam McCracken has been ed to succeed Lawis Ra on chairman of CA Inc. Ranter will remain a director of CA. The form said he is stopping down as chairman after three years

ns, which led to fines and re been largely put be on, a retired ISM ene tive, joined CA's board in 2008.

vell Set to Ship Linux Server Suite

evail plans to release its first her. The offering far ed on Hovell's SUSE Lines bution and includes the appr's Open Enterprise over for storage, Novell sai onse for the suits will

AT DEADLINE Reality Catches Up to Municipal Wi-Fi Ĥype

Wireless networks tax cities because of technical concerns, other issues BY MATT HAMBLEH

IDMCIDAL WAR networks, which have been heavily have been heav hyped over the nest two wars, are now runnine into a wall of reality in the U.S. because of a combina-

tion of economic, political and technical issues. That was the message conveved by city administrators. Wi-Fi proponents and even

some vendors of wireless techpoloey at a municipal Wi-Fi conference here this month. *Everything with muni Wi-Fi last war was very theoretical," said Esme Vos. one of the founders of MuniWireless LLC, which organized the conference. "But when you get around to setting it up in your hometown, administrators

hit reality and say. It is not as easy as I thought it would he." On its Web site, Muni-Wireless lists 385 cities and counties in the U.S. that are planning, deploying or already

running Wi-Fi networks. The count increases to 424 if the municipalities that are sericurbs considering WI-Fi pmiects are included. But Vos a self-styled evangelist for municipal Wi-Fi, said

at the conference that none of the major U.S. cities with hie Wi-Fi plans have fully deployed their networks. She added that some municipal IT managers in hilly communities are encountering coverage problems that require them to install many more Wi-Fi access points than planned.

End-User Considerations Even officials at Microsoft

Corp, have been doing some soul-searching about municiand WinE's future "We're finding that there are real end-user problems," said Stefan Weitz. director of planning at the software vendor's MSN unit For example, indoor coverage

is often poor, he said. Weitz warned that applications such as instant mes-

enduct out there or how to build a

saging and voice over IP "are going to crush these networks unless properly managed." On the plus side, Weitz said recent market studies done by Microsoft in Portland. Ore. and other locations showed that the Wi-Ei technology has widespread adoption poten-

tial" among end users But the business model for manicipal Wi-Fi*is still very much up in the air," he added Consumers are interested but

unforgiving, and if it doesn't most there're done Teresa Martin, executive director of the Cape Cod Tech-

tional access points. nology Council in Barnstable. Mass, said a desire to increase economic development has outweighed potential problems

with a Wi-Fi network that connects towns on Care Cod

"You cannot do any economic development in this century without electronic contractive iry," she said. "It's the same as roads were in the last century."

Some municipal officials whose ciries are launching Wi-Fi projects said they remain buoyant about the prospects for success. They added that they see political and economic concerns as being more important than possible technology roadblocks, although that's partly because their projects are still

in the early stages But Michael Merrill, a selectman in Brookline, Mass., noted that creating a Wi-Fi necwork isn't easy for a town like his. "There's no packaged pendact out there for how to build a Wi-Fi system," he said.

We had to invent it." And Carl Nerup, a vice president of business develop ment at AT&T Inc., warned that municipal Wi-Fi can be an expensive venture. The annual cost of managing Wi-Fi access points and related technology is about \$40,000 per sonare mile. Nerup said. He added that ATA'T has seen costs to much higher when tall buildines or hills necessitate addi-

"All of these programs cost money," Nerup said. "Bring your Platinum card."

Red Sox IT Chief Looks to Shut Out Wi-Fi Interference

H THE CITY OF BOSTON o a municipal Wi-Fi mah

nley, IT director for the n Rad Sox beneball team, is

"Frankly, I don't want the si wireless systems to h on. Ed onther they all tust go assess reference here lest week. Contex added that he was so

is located in a neighborhood near t train of Boston and Bro The Red Sov limit leads

bor in 2003. Since then, the In has added a separate Wi-Fi note for its own workers, plus another ning us well as in-sent order

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days he is scheduled to pitch, some mes regulating in as many as 25 tale wey. The trucks so

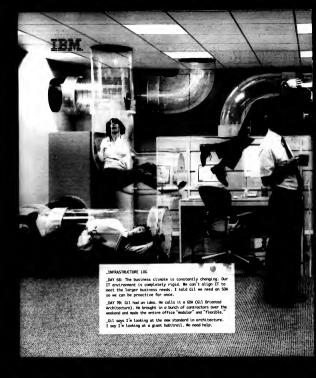
der to transmit video. Red Contex sold the s als use the same spectrum as M-FI transmissions. And at times signals sent from the tracks bour back off of buildings or metal obj he said. That has wiped out Wi-F

makes at the cork.

prence problems ween't easy. on forward it cast was with a store irum analyzer," he said. So for, the to get top priority over Wi-Fi, but les said that he at least now stands what's going on

the spring after the Red Sox inst a now learnly senting over C of metal bleachers on the right-1 roof. Because of the metal, "we right floid," Corrier said with Wi-Fi, he added. "I don't went to

nd the Chicken Little, but thi can happen," he said. "There's inst





Criticism Grows as House E-vote Debate Is Delaved

Co-sponsor Kucinich retracts support for bill that mandates paper trail

BY MARC L. BONOISI RELECTION OF PROposed legislation requiring that all A touch-screen voting

machines provide a paper trail is manuntine as the hill's wait for a congressional vote drags on The Voter Confidence and Incremed Accessibility Act which addresses security and reliability flaws in electronic voting machines, has even lost the support of a co-sponsor. presidential hopeful Ren

Dennis Kucinish (D-Ohso) In a statement last week Kucinich described the legislation as "a voter reform bill ranidly losing support." He said he plans to introduce a separate bill that would require

that all ballate in providential elections be counted by hand A spokeswoman for Ku couch declined to provide more details about the reasons for his opposition to the bill

The bill was approved by the U.S. House Administration Committee in May A snokesman for the bill's primary sponsor, Rep. Rush Holt (D-N.I.) blamed the debate delay on other conpressional priorities, such as supplemental funding for the Iraq war and debate on stem

cell rescurch legislation. He wouldn't predict when debate on the e-voting bill would commence. that he doesn't anticinate that

It's a compromise. that's true and

it's unsetting puriets on both sides. but that tells you it's doing what it's supposed to do.

ION SANCHO, ELECTIONS SUPERMISOR LEGISCOUNTY FLA

Rucinich's change of heart will lead to further defections by SUPPORTOR But as the bill has languished. criticism from voter advocacy groups and analysts has risen. Some critics contend that the proposed legislation should bon towarb-screen systems outright. Others say it protects e-votine machine vendors at

the expense of the public. "The biggest concern is the fact that it continues to allow the use of DREs," or directrecording electronic touch screen machines, said Brad Friedman, a political bloover and water activist based in Los

"In my opinion, the danger is that it will institutionalize DRFs and cut some sort of federal blessing on them "he said It will serve to give a false sense of security to the voter And it is not a transparent system. Friedman claims, "It's a grave danger. I'd be willing to accept a less than perfect hill as long as it gets DREs out. He noted that Florida recently passed legislation banning DREs. His preference is for the use of paper-based machines. such as periorlescan systems Holt's spokesman emphasized that the bill's intention

isn't about selecting a single "It is agnostic on equipment choice, as long as the voting system meets the principles of verifiability and auditabil-

ate" the spokerman said Ion Sancho, the elections sunervisor for Lean County Fla. said he supports the bill despite fears that it provides too much protection to vendors of According to Friedman, the

e-voting machines. bill would allow only experts an empiror that common and and muchines and forbid them from sharing any information about investigations unless "ceregious flaws" were discovered. "It's a compromise, that's true, and it's upsetting purists on both sides, but that tells you it's doing what it's supposed to do." Sancho said. Larry Norden, staff counsel at the Brennan Center for Justice at the New York University School of Law said that he also supports the bill despite its flaws. He noted that election districts could face time and financial crunches in attempting to meet the bill's criteria Nevertheless, Norden said. the bill does address a number of DRE security flaws and is worthy of passage - sooner

Online IT Job Marketplaces Give Smaller Firms More Options

Web sites list contract programmers. technicians in US, and other countries.

An increasing number of small and midsize businesses are turning to eBay-like IT services brokers to hire technical talent - both within the U.S. and offshore - for projects. That was the direction in which Giancarlo Fiorarancio took Betsey Johnson Inc. a

BY PATRICK THIBODEAU

New York-based chain of women's designer clothing stores with nearly 50 outlets, ofter he was bired as its IT di rector about nine months ago.

Previously, Betsey Johnson's core manuers would contract with local IT services firms for uperades and repairs of desktop systems and their networks. But that approach was costly, and the abilities of the technical help varied. Figrarancio said. So now he relies on New York-based OnForce

Inc. which was as a middle. man between corporate users and freelance technical talent Elementario sold that through Onforce's Web site. he can preserven available IT help by neveraphic area. peview the skills of prospective contract workers and see how they were rated by other customers. He can also offer different pay rates based on

the job at hand. The new approach has cut Betsey Johnson's remote support costs in half, he said And through repeated use of come freelance technicisms the company is essentially developing its own remote IT workforce. "I view them as an on-site extension of our IT department," Fiorarancio said. The sob marketplaces may have their biggest inspact in

connecting IT managers with offshore help. While Congress debates whether it should raise the annual cap on H-IB visus wholed tob-matchine services such as one offered by Mento Park, Calif-based oDook Corn are enabling companies of any size to find offshore programmers

Without that access to offshore help. Aaron Smith wouldn't be in the position be is now. Along with his wife. Smith operates Chiron Data Systems Inc., a developer of diabetes management software in Corinth Town. He has been using othersk's online service to find development help, and he said he works most closely with a programmer in Russia

who is paid \$15 per hour According to Smith, a U.S. based programmer doing similar work would expect on hourly rate of \$60 to \$120 *Outsourcine gives us a chance to compete," he said.

A year ago, oDesk had a roster of about 5,000 available service providers and a list of advertised jobs that numbered in the handreds. Last month, it listed 1,153 jobs and a total of

about 13,000 service providers. sold CEO Gary Swart Pay rates vary by skill as well as generaphic lucation.

Earning Potential

eDesk (all rates per hour)

the type of project involved and recommendations from earlier customers. Development work can be monitored and evaluated on an ongoing basis through a central project management repository. In addition, oDesk provides screenshots of a programmer's work

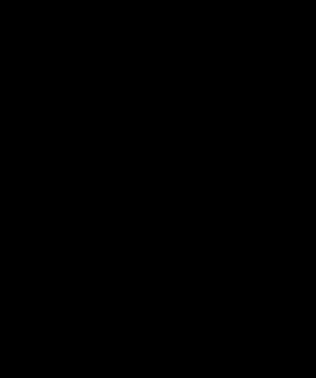
exther than later 1

checks of code.

As with eBoy Inc's online auction site, recommendations from customers help service providers on both the oDesk and OnForce sites establish successful track records. which can help them earn higher fees. To achieve that, they have to deliver more than good technical services, said Shane Bell, whose company

IT services provider [Tech-West Solutions Inc., takes on assignments via OnForce "Ninety percent of it is relationship and that willingness to go the extra mile," said Bell, who projects that Midland. Texas-based ITechWest will

gross about \$1 million in rev enue next year.



ity" the spokesman said

Ion Sancho, the elections su-

pervisor for Leon County, Fla.,

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oBesk (all rates per four)

the type of project involved and recommendations from earlier customers. Development work can be monitored and evaluated on an engoing basis through a central project management repository. In addition, oDesk provides screenshots of a programmer's work

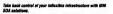
worthy of passage - sooner

rather than later.

so IT managers can do spot checks of code. As with eBay Inc.'s online auction site, recommendations from customers help service

providers on both the oDeak and OnForce sites establish successful track records. which can help them earn higher fees. To achieve that, they have to deliver more than good technical services, said Shane Bell, whose compar IT services provider ITech-West Solutions Inc., takes

on assignments via OnForce. "Ninety percent of it is relationship and that willingness to go the extra mile," said Bell, who projects that Midland, Texas-based l'TechWest will gross about \$1 million in revcoue next year.



IBMs innovative approach to SOA is built on the idea of combining a flexible business with flexible IT—with software, hardware, services and partner offerings that are more comprehensive than anyone else's, yet surprisingly easy to get started with.

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Former CA Exec to Pay \$2 97M Fine

on Richards, former head of CA Inc.'s worldwide sales cous, was ordered by a federal court to pay \$29.7 million in recion to stockholders for his part in a major fraud scheme at the software company. Richards is almosty servine a seven-way prison anotheres for his part in the fraud. He had acreed to now the restitution in papers filed in the court on June 12.

Ciber Loses Bid to st Vote Machines

The U.S. Election Assistance mission has rejected en lication from Ciber Inc. to be a security test laboratory for onic voting machines. The don said it voted to ter minute Ciber's application after the company failed to notify the EAC of key staff changes, which ited e-voting test lab. Ciber can and recommend

icrosoft Cleared in Patent Lawruit

uit fried by Timeline Inc. that d Microsoft Corn. of inng on its patents. The case es back to 2005, when Time ine sued ProClarity Corp. for later acquired ProClarity. In a cress release, Timeline said that it may access the refere.

AcAfee Planning

a for High End Ackles Inc. executives disc slams to deliver more scalable ns of McAfee a-mail and Web executive annihonces by the and of this year. Chief Tech gy Officer Christopher Bolin dd financial analysts that the ny has begun "building a gh-and enterprise produc gi a blade server apsh to this problem." Mc that the high-end prod-

C ON THE MARK

HOT TECHNOLOGY TRENDS, NEW PRODUCT NEWS AND INDUSTRY BUZZ BY MARK HALL



Isolated IT Worker Issue Is Real . . .

... and needs a human touch to resolve. More and more of your tech staffers work remotely, potentially becoming isolated from co-workers, managers and customers. Such isolation can burt productivity, says.

Nina Buik, president of Encompass, a 16,000-member Simplifying CEP . . . Hewlett-Packard user group. ... may be the final frontier of When people are forced to es analytics. But like any figure out things on their own.

it may take longer," Buik says.

She calls it a "real issue" that

managers should be attuned

to. Buik is also chairman of

at LUG eatherings do so to

"make a connection, shake a

hand or get a bug." While she

doubts that many IT workers

would give up the advantages

fix" of meeting people. She en-

courages IT managers to send

their remote workers - even

the reluctant introverts - to

them into the office frequently.

"Like any online relationship.

you've got to meet somebody

at some point," Buik says.

user group events or bring

of working from home, she

HP's local user

group (LUG)

and she works

in Atlanta.

from home

berself, for

She eneco

the people

MindIO Corn

lates that balf

who show up

frontier, much of its promise lies in the distance, says Brian Farrar, managing director at Innovation Advisors Inc., a midmarket investment bank in Waltham Moss He acknowledges that "nuts and bolts" analytics problems, such as budget and pricing management, are under con trol. and he sees some breakthroughs in financial services. Web site management and government intelligence. But for the fleet of enterprises

trying to navigate the vast expanses of data they create and collect on everything from their customers to sup ply chains, insupptful analytics remain elusive, even when says they "need the occasional

using advanced CEP (complex event processing) software. Terry Cunnineham CFO of Corat8 Inc. an analytics vendor in Mountain View, Calif... doesn't neces-

sarily disagree. But he stressex that CEP is only in its first phase and that its development "is moving quicker than originally thought." He points to improved nattern-matching techniques that are de-

tecting fraud online and the marne. ing of CEP to RFID, which is eleaning more accurate and useful information in the bealth

*Financial services is inst the tip of the icebers," agrees John Partridge, vice presi dent for industry solutions at StreamBase Systems Inc. in Lexington, Mass. He claims that real-time applications - the raison d'être of CEP - "is a bigger cat-

egory than commercial applications." Both Coral8 and StreamBase are unveiling the \$0 merions of their respective CFP tools this week. While the two products differ in details, both companies are stressing

programmer ease of use in the upgrades. And neither charges for developer versions; you pay only when your CEP application is deployed.

Get the Web in 3-D and see what you've been

on Space Time ID Inc is New York has released the hern version of its namesake 3-D Web browser, CEO Eddin Bakhash says SpaceTime lets you search Google, Yahoo eBay and a few other sites and then presents the results in what the company calls visual stacks — Web pages or images that recede on your screen and then parade across one at a time as you press the Next button, Bakhash claims

that many more sites will be

available in 3-D when the

software is ready this full. He save SpaceTime will save you time because it will be more obvious that you've found the right page when you see an imper of it and not have a list Currently, SpaceTime works with Windows XP and Vista but Bakhash expects a Mac version in January. Take a neek at woww engoetime comor download the software for

Dump your bank of batteries and get a flywheel UPS. The

downside of a universal now er supply is its battery bank. According to Pana Shenov. vice president of engineer. ine at Vycon in Yorba Linda Calif. you never really know how reliable your batteries are. He claims that a sincle



m's Grwheel UPS repisces bettery b

bad bottery cell can sabotase a smooth handoff to your diesel generator. But a mechanical fivwheel, which can store up to 25 seconds' worth of electricity, has enough power to keep your data center onerational until your fast-start penerator kicks in Shenov also points out that batteries last about three to five years. whereas a mechanical fiv-

wheel unit can last up to 20 years. And you won't have all those environmentally nasty batteries to dispose of. It's not cheap, though, Pricine for Vycom's flywbeel UPS starts at about \$50,000. But, Shenov points out, if you've ever had a dead data center because of a dead battery, it'll seem like a bargain.



>> Securing dynamic networks can be a nightmare, squared. But Juniper Networks protects your resources and applications and improves productivity by securing and controlling access to your network.

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1.888.JUNIPER



Patricia Morrison

Motorola's CIO talks about finding and keeping talented people, integrating acquisitions and how making music helps IT managers.



or of the free band unit Citie who work for --seems to how so en in top IT

a couple of cases, they were promoted. and in others, they were hired from the outside. When you have an opening, you make sure you have a diversity of candidates, in gender, experience and other ways.

Given all the concerns in the indu out attracting women to IT, would you personally choose a women for a job if all other variables were repetity equal? I don't think that way, it's valuable to have diversity in my team - not so much to have a woman. I consider what will make my team better. That can include personality. One of my CIOs brings consumer products experience into my team. One had supply chain experience and brought an engineering perspective. One of my CIOs has a Ph.D. in art history and was a curator of (New York's Metropolitan Museum of Artl. So it's really looking at all the unique things that people bring.

Now can companies attract young won to a career in IT? it's not unique to women, but it's a problem, if you are talking about getting kids into the IT profession from an educational standpoint. There's a lot in the media about consourcing, and that gives misimpressions about the IT opportunity. That's one dynamic that's making people gravitate away from IT as a profession. I recently had lunch with a group of

female engineering students and asked what interested them in the engineering profession. It was a consistent view that the No. I thing to motivate them was their fathers. So there's got to be a feeling of confidence when you come into a difficult profession, whether it is engineering or FT. That confidence is very important. | ally appreciate my work?" But how

You mean their fathers instilled in them a sense of confidence? Yes, because IT is hard -- not that business isn't hard or mursing isn't hard. Confidence is a lead-

ership quality. What the profession is about is problem-solving. It's not about computation so much; it's not only about programming, but about solving problems. Some of them are his hairy business problems you are solving. Some are usability problems for prodsets There's a lot of art and fineses that we don't talk about when we try to attract women to the profession

is IT worker retention a concern for you'l We talk about retaining people every month in my operating reviews in China and India. In those regions, there's a lot of job-shopping going on, so much that it reminds me of the heyday of the IT bubble, where people changed jobs every two months. For our growth, and what we're doing at Motorola in those regions, we need leaders on the ground and in IT. We need to support the growth of R&D, and we need to be where the work is. It's very important, but it's hard to retain them

Any ideas on how to deal with that? We don't really know yet. It's an emerging trend. We know that what motivates IT people is, "Does my customer re-

Dossier

Titler Executive upon remarked

Organization: Motorola Inc. ation: Schoumburn II mething people don't know out her: Sangin a rock band called Kaleidoscope.

orite noment na mere to cook before to boles worth winer Saturday attempone

rite mester The Souththee Favorite book of all time: Morky and Mer I do and I over With the World's Worst Dog, by John Grounn I moditionen all the time I's a great book about a dog - a Lab. it's a wonderful story of the cycle of ble."

did we get to the point where we train a person and suddenly they en down the street for 20% to 30% increases in pay? It's the nature of the markets there right now

You have a strong education background is music and math. What do those have to do with presention for IT work? Music programs in schools are critical. I studied music and was a math major in college. I'm actually a right-brained person with a holistic way of looking at thing Music study tends to make you think differently about how things work together, whether orchestra, choral or theater You learn it's not the individual that makes the outcome, but it's all the things working in harmony. That's like running a project in IT or business.

How is IT at Motorela influencing the

development of the company's produ Innovation comes from solving real customer problems. We use our own products, and we have a pretty significant impact on product development Almost 6 000 Motorola O handhelds have been adopted in our IT loperations) because it is an enterprise device with 23 apps running on it.

Mat handheld device do you use? I use a 3G O , announced recently. I use it for e-mail and voice and for everything As a matter of fact, I rely less and less on my laptop. I would take a laptop if I Continued on page 18

Fujitsu recommends Windows Vista



New energy for greater mobility.

The Fujitsu LifeBook® T4200 Tablet PC with Intel® Centrino® Duo Mobile Technology reflects the Fujitsu commitment to delivering the most reliable products. It's manufactured in-house so we can maintain the highest quality standards. The Fulltsu LifeBook T4200 Tablet PC also features the inclustry's first bi-directional LCD hinge and a brilliant, 12.1" XGA display with wide viewing angles, so it's impressive any way you look at it. And whether you use its keyboard or powerful inking capabilities and pen-driven navigation, you get the best of both worlds. Go to us.fuiltsu.com/computers/reliability for more information.

SUPERIOR CONNECTIVITY W.F. Graph Phomes moreon and optional Bluetooth 2.0.

DUAL-FUNCTIONALITY rs is notebook and a flablet PC



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Finally Control School Copy day in increasing mate, they do not be added to prove the phagman. Finally the second of the beauty a policy of the province of the control of

Execs Outline Hurdles to Offshore Work

Retaining skilled developers, limiting risk and project costs are vital factors

OMPANIES LOOKING to shift development work to offshore serd vice providers must take steps to ensure that those firms employ skilled workers - and are able to retain them. according to a panel of IT executives at the IRM Rational Software Development Con-

ference 2007 here last week Nanette Brown, director of architecture and quality manaccoment at Pitney Bowes Inc., said the company's offshore outsourcing partners have difficulty retaining top developers, who often opt to take on project management roles after a few years of writing code. To combat that problem

Brown said the Stamford Conn.-based, manufacturer of mail and postage equipment is working with offshore partners to force career paths that will encourage core developers to SEAV DISE.

Cisco Systems Inc. has struggled with the attrition of workers at communies in India. Israel and China that it has

hired to develop software, said Isn Roberts, senior director of Cisco's central engineering tools and services group. Cisco first used offshore service providers to supple the work of teams in the ITS but it found that the attrition rate was "terrible," she said

To address the problem. Cisco started sending more important emiects overseas so developers at outsourcers wouldn't "feel like we are giving them work we don't want to do," she said. Since then, the attrition rate has gone down significantly, Roberts said. The networking equipment

vendor has since turned its attention to ensurine that its intellectual property is protected when projects are sent to Chinese outsourcing partners, Roberts said. Cisco is working to create an automated process results and were careful not to

You always want to make sure you use Imetrics) in a functional. not a dysfunctional, fashion

of senarating key pieces to ensure that sensitive intellectual property is not sent overseas. she explained.

Accurate Metrics Are Key

The panelists agreed that metrics should be devised to measure the performance of overseas workers, though Brown noted that managers must tread carefully when interpretine the measurements. At Pitney Bowes, for example, the rate at which U.S. developers reject bug submis-

twice the rate at which they reject submissions from ITS testers, she said. IT managers worked deliberately to interpret those

tic developers were discounting bugs or that offshore workers were mistaking valid operations for hum Brown said. You always want

to make sure you use (matel sel le a force tional not a desfunctional, fishion," she said. Most of the panelists agreed that cost is a primary reason

for sending projects offshore. Cisco's Roberts acknowledged that the company likely would cut back on offshore development if the costs were the same as in the U.S.

Brown also said her com nany would probably send less work overseas if the labor costs were equal. However, she noted that if

labor costs get close, offshore firms might try to win bosiness by offering sought-after skills, "Prople would be competing to try to develop areas of expertise that you would want." Brown said. "That

would be exciting." Daniel Sabbah, general man-

said Rational will continue to send development work overseas even if costs reach North American levels, because offshoring helps IRM learn about potential new markets for its own products Dave Lubanko, principal consultant at Rational, noted

that many companies struggle to decide whether to send new projects or mature projects to overseas developers. New projects can be harder to manage, but sending mature software for undates could adversely affect quality, he said. Sabbah said that the compa ny's policy is to initially send

niects to outrouscess at the back end of the life cycle and then slowly - over a period of three to five years - send them projects that require a deeper understanding of the life cycle.

"[Overseas workers] start

out having to understand the products themselves without being overstressed in trying to innovate at the same time." he said. "You want a sense of ownership."

Continued from noon Inwere doing a big Word document or a spreadsheet, but I'm not a big spreadsheet iunkie. I have to tell you. I don't see a lot of need to have a lantoo. I travel about 60% of the time all over the world. [The handheld) works in all the networks around the world. but not Japan, which is unique. But I can get applications on the Q and can deploy to the Q anything I can move through our mobile portals. I can do approvals for workflow and see my reports. I can do a NetMeeting live on a O. The BlackBerry is a fabulous e-mail device, but there's a lot I can't do on it.

ology and Symbol des? I'm intimately involved with that We've



able process for integrating companies. For example, with Symbol, you do basic things right away, like HR integration and setting up e-mail and Internet. For things like

product portfolio integration and order-taking integration. we've started using business process management tools to create dialogue around where the processes of the two companies intersect and how to

There's a lot of art and finesse (in IT) that we don't talk about when we try to attract women to the profession.

CID MOTOROXA INC

create revenue synergy. That has gone really well. BPM has been very helpful. We've also learned it doesn't pay to just rip out one of the ERP systems of the two companies being merged. We use parts of both ERP systems.

> What does Motorals do hest. and what does it most need to prove upoe? I really think having innovation at the core

of the culture here is very powerful for Motorola, You sec it everywhere you eo, in every function, and not just R&D. It's an empowering environment to work in. [CEO] Ed Zander has made Motorola exciting and fast-paced, and it permeates the culture. If you talk to people who've been here a lone time, they see an enormous difference.

In terms of improvements the thing that makes me most crazy is the hie company bureaucracy, which is not unique to Motorola, Sometimes IT people want to control everything for good reasons, such as securing company informa tion. But the company also faces tough competing demands. especially in the consumer market. So my challenge is solving the bureaucracy and

finding ways to free it up. - INTERVIEW BY MATT HAMRIEM



It all begins with a single view of your entire IT portfolio—a scenic overfook of your assets, resources, projects and services. From there, you can plan better, manage better. You can make informed decisions, smart trade-offs and wise investments. In short, you can budget, forecast and track with insight, accuracy and verve. Yes, evere. And that's everything you need to translate IT value into terms that bring nods of enlightenment from your business partners. To learn more, download the white paper "Generatine Premium Returns on IT investments" at ca.com/fix.



Owest CEO Sets tirement Plan

man and CEO of Owest ert took over from form CEO Joseph Macchie in 2002 This April, Macchie was con ed by a federal jury on 19 co of insider trading. Qwest has not set a timetable for medac

M to Buy Sw oftware Tool Mai M has agreed to buy Tele-cic AR, a Swedish vendor 5 million is cash, in 2006

e. IBM said it pleas to est took and prod

icrosoft Exec to

Overese Linux Work Tom Hanrahan has been name resoft Corp., where he wi more interoperable :

Citrix Buys Assets Of NAC Provider

Citrix Systems Inc. has agre or the assets of Carmas Setns Inc., an insolvent prov s. Terms of the deal were re ny Uppai said Citriz has no ns to develop or support his reason's devices. He said that in of Case

∐Pfizer Breach Illustrates Risks of Sharing Files

Personal data of 17,000 employees exposed via P2P application on laptop

FIZER INC. disclosed this month that the Social Security oursbers and other personal data of about 17,000 of its current and former workers were exposed after an employee installed unauthorized file-sharing software on a

company laptop provided for use at her home Data on about 15,700 of the workers was actually accessed and copied off of the laptop by an unknown number of people on a peer-to-peer (P2P) network New York-based Pfizer easid in lessors that it sees to affected employees and to

state attorneys general Prizer officials didn't respond to a request for comment last week. But copies of the pharmaceutical company's letters were posted on the Web site of the New Hampshire attorney general's office, and the office of Connecticut Attorney

General Richard Rhimenthal posted a response that he sent to a Pfizer attorney on June 6. In his letter Rhymenthal noted that 305 Connecticut residents were amone the af fected employees. He asked the company to provide additional

information by this Friday, including when it discovered the breach, how it responded and what kind of measures it had in place prior to the breach to protect against data compromises (see box). The letter that Pfizer sent

to the 17,000 individuals - which was dated June 1 and signed by Lisa Goldman, its general counsel - didn't specify when the file-sharing software was installed on the laptop or how the company discovered the data breach But the letter did say that Pfizer reclaimed the lanton

and disabled the file-sharing program immediately after discovering the breach, Goldman added that because the lanton was being used to access the Internet from outside of Dinar's naturals no other data was compromised.

Stark Example The incident at Pfizer serves as

a stark example of the potential security dangers presented by peer-to-peer software -dangers that were highlighted in a report released June 4 by Dartmouth College's Tuck School of Business The report was based on

searches of P2P networks such as Gnotella. Fost Track eDonkey and BitTorrent for traffic that mentioned the names of the top 30 U.S. banks or manned to a specific digital footprint that Dartmouth cre-

The data, which was eath ered during a seven-week period from December to February, showed that a large number of people were inadvertently exposing bank ac-count data and other personal information stored on their computers to fellow users on the P2D networks said Eric Johnson, a professor of operations management at Tack's

Center for Digital Strategies Johnson, the report's author. said the data gathered also indicated that cybercrooks were lurking on P2P networks to harvest the financial data of users via targeted searches. Data can be exposed in several ways, said Johnson. For instance if a music file

is accidentally dropped into a folder containing sensitive data, the entire folder could end up being made available on a P2P network without the user's knowledge, via wizards in file-sharing clients that can

scan PCs and recomm folders containing media files for sharing.

"In many cases, [P2P users] are sharing the contents of

their entire hard drive, with all sorts of information," Johnson said. And it isn't just hon users who are at risk, he added. About 20% of the data ana breed in the Dartmouth stude came from users at banks or their partners, Johnson said.

IT Error Opens Data Door at









GLOBAL II K Health IT Chief **Defends Project**

BUE THEATTIED head of the U.K. National Health Service's IT revamo initiative last week sharply rebuked critics of the program, saving that any funding cuthacks would lead to a "massive discontine" for nationts

"The program gets continuously knocked," said Richard Granger, director nameral of IT for the project during a keynote address at the Procurement Solutions for the Public Sector confer-"Maube if there'd hoon a hit loss rahim ing and more support, it might have done (betterl," Grane has led the 10-year, £12.4 billion (\$24.5 billion U.S.) National Programme for IT for the past four

and a half years. Among other things, the initiative calls for the development of an electronic prescription and appointmen booking system, a patient care records service, and an X-ray archiving and electronic transmission system Granger acknowledged deployment

problems and difficulties in integrating 10,000 pharmacies with the XMLbased Electronic Prescription Service. But he noted that so far under the program, 2,250 appointments have been booked and 17.250 prescriptions have been transmitted electronically, and 168,950 digital images related to patient care have been recorded · JEREMY KIRK, IDG NEWS SERVICE

Digital Fingerprints Added to Passports

HE GERMAN Federal Ministry of the Interior announced this month that digital fingerprints will be incorporated in passports

issued in the country. Starting in November, all new pass ports will store two digital fingerprints in an embedded chip already in the nassport. The chip has been used to store digital photos of people who have An International

been issued passports since 2005, the ministry sald Data privacy commissioners have criticized the plan, but a ministry sookeswoman noted that only readers

equipped with a new cryptographic protocol can access the photos and fingerprints. The Extended Access Control system uses a secure comm nications channel to connect the chim and the reader over

OLOBAL FACT a distance of 10 to 20 continueters she said The fingerprints will he stored only in the passport chips, the spokeswoman added and local law enforcement agencies will save the digital photographs.

The country has no plane to create a central database to store the digital fire regints and photos, she added. B. JOHN RI ALI IDG NEWS SERVICE

------Nasscom: Restore Indian Tax Breaks

-HE APPRECIATION of the Indian runee against the U.S. dollar is burting Indian outsourcine firms. the president of the National Association of Software and Service Companies (Nasscom) said earlier this month. Kiran Karnik noted that two-thirds

of Indian outsourcers' business comes from the U.S., and the runee has someciated against the dollar by almost 9% in the past three months. To help firms cope, Nasscom has

asked the Indiao government to rest export incentives that were once available to Indian outsourcing firms but have been phased out in recent years Companies seeking tax benefits now

have to move their operations to spe cial economic zones, where outsourcing firms say skilled technical staffers are not readily available. In addition, noted Karnik, India Finance Minister P. Chidambaram last

February imposed a minimum afternate tax on income gained from the tax breaks. Nasscom has asked covernment officials to extend the area covered by tax benefits and roll back the minimum alternate tax, Karnik said. ■ JOHN RIBEIRO, IDG NEWS SERVICE

EU Abandons Private Galileo Partners

HE 27 COUNTRIES of the Euronean Union served this month to scrap a planned partnership with the private sector to create the Galileo satellite navigation system.

The Galileo system will include 30 satellites that beam signals to receiving devices on the ground, helping users pinpoint locations. Galileo will be interoperable with the U.S. Global Posttioning System's 24-satellite network. The FIL expected a consortium of companies to bear two-thirds of the

estimated £3.4 hillion (\$4.5 hillion U.S.) cost of the project, but potential memhers failed to agree on how to organize. Some companies expressed doubts about the venture's commercial viability noting that it will face competition from similar projects in Russia and China. On hone 8, a month after lacoues Barrot, the European commissioner for transport, proposed taking the project

public, EU ministers voted to abandon the private consortium. "Galileo is at present the most important European high-tech project. It is of colossal importance," said German Transport Minister Wolfgang

Tiefensee. Funding plans are expected to be finalized this fall be said. ■ PAUL WELLER, IDG NEWS SERVICE

Tata Plans to Hire 5.000 in Mexico

OHARALAMEA METOCO

ATA CONSULTANCY Services Ltd. (TCS) has set up a clobal delivery center here, where it plans to hire up to 5,000 new employees over the next five years. The facility in Mexico brings Mumbai, India-based Tata closer to its U.S. customers and their time zones, said spokesman Pradiota Banchi.

The new operation could also help boost business in South America. where a large number of regional companies are investing in IT and related services. Bauchi said. TCS has about 5,000 employees and around 150 clients

in South America, he added. The company's new center will primarily offer software development services, Basch) said. The hiring of additional staff in Mexico does not indicate a scaling back of operations in India, he

said, notine that personnel costs are still lower in Tata's home country . JOHN RIBEIRO, IDG NEWS SERVICE

Compiled by Mike Bucken.

Briefly Noted

B DARREN PALE

COMPUTERWORLD AUSTRALIA

2007 ovent, held earlier to ING MEWS SERVICE

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COMPLITERWORLD AUSTRALIA

MARKET FRANK ENGLAFANC SERVICE 44- 975



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Cheetah Scratches Itch of Informix Users

BY SHEE LAI For years after 1BM bought the Informix database technology in 2001, Informix users worried about the longterm prospects for the software, which was obscured by the long shadows cast by 1BM's flassing DRZ database.

IBM's flagship DB2 database. Informix "was IBM's dirty little secret," said Stuart Litel, president of the International Informix Users Group (IIUG) and chief technology officer at Kazer Corp., an Informix reseller and systems integra-

tor in Lee's Summit. Mo. But the worries began to subside after IBM released Informix Dynamic Server 10, a major upgrade of the primary Informix database, in March 2005. And last week, the company announced IDS II saving that the new version - which was codenamed Cheetah — hoosts transaction processing spreds and includes new features such as mainframelike high availability and disaster recovery capabilities.

No More Neglect

More important, Informix buckers such as Ron Flannery, presidens of Novi, Mich-based reseller One Point Solutions Inc. expect IBM to finally make amends for years of marketing neglect. "I believe that IBM will market Cheetah as much as it did DR2 9 Viper," Flannery said, referring to the latest release of DB2 for

Linux, Unix and Windows. World Winner Inc., a Newton, Mass.-based developer of online games, has used Informix databases to support is Web site since 2000. Mike Frank, World Winner's vice president of operations, said Chectah's support for high-availability clustering will enable the company "to seamlessly grow our database server capacity in a cost-effective manner and in what-

ever increments we desire."

Although IBM's database of choice does seem to be DB2, the vendor has not left IDS users like WorldWinner "in the cold," Frank said. "The ad-

ditional development that has gone into the product is great, and the technical support remains top of the line," he explained, noting that IBM "has

often gone above and beyond' to help keep WorldWinner's Informix-based systems stable Despite IBM's neglect, Likel and other Informix supporters said there is proof that the technology continues to thrive. For instance, the IIUG now counts 20,000 members, double what it had five years ago, according to Litel. Wayne Kernochan, an analyst at Illuminata Inc. in Nashua, N.H., wrote in a recent blog posting that Informix won't become one of the top databases again. But, he added, it could become "a little less of a boat anchor" for IBM. I

We have a word for so-called "integrated" data management solutions...

Experts Debate Microsoft Patch Priorities

As Microsoft Corp. last week issued natches for 15 vulnerabilities in its operating systems.

flaw should be fixed first The June updates fixed mul-tiple bugs in Windows, Interbrowser and applications seOf the 15 flaws, nine were labeled "critical." Microsoft's most serious ranking. The vendor characterized two as

"important" and two others as "moderate"

Security experts disagreed over which of the lune flaws should be fixed first. Amol Sarwate, manager of the Qualys Inc. vulnerability

research lab said natches for sulpershilities MS07-031 and MS07-035 which "affect the core of the Windows operatine system and require no additional software to exploit,"

should be patched first. The MS07-031 bug could let attackers, particularly phishers, feed malware to users' muchines he said The flow which affects the handling of Secure Sockets Layer in Windows 2000, XP and Server 2003 could "give users a false sense of security when they connect to a secure site," add--4 C ----

However, David Dewey, research manager of IBM's Internet Security Systems Y. Force team, contended that the MS07-031 flow is not serious elance it's the one for this month, but it's not exploitable " said Dewey, notine that X-Force's research shows that the bur can't be attacked with known techniques. "No one will exploit this in the near term "he said

Two Votes for Patching IE Dewey recommends that users

first patch burs in IE6. IE7 and Visio the business and technical drawing application that's part of the Office lineup. *Both are very similar to other vulnerabilities that at-

tackers have leveraged," he explained Symantec Corp. research-

ers also urged users to quickly plug the holes in Internet Evolutor "[Well rote the real nerabilities in Internet Explorer as the most critical," the company's response team said in an e-mailed alert. Sarwate also noted that

the latest batch of patches includes "the first bulletin that affects only Vista." Previour uninershilities in Vista came from reused code that had been deswe from earlier editions of Windows, he explained but this vulnerability is in the brand-new code written specifically for Vista."

Updates are available from the Microsoft Update and Windows Update services, and through Windows Server Update Services.

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DON TENNANT

Very Best Places

COUPLE OF YEARS AGO, I wrote an editorial in which I recounted a story about an incident that left an impression on me as a youth and that I still which a word the years later. Titled "Leaving a Marika" the editorial used the incident — a case in which my seventh grade English teacher embarrassed me in front of the class as punishment for an infraction that I didn't actually commit — to illustrate how deeply an unjust act can affect a person.

trate how deeply an The context was a discussion of women in IT. and the injustice many of them endure when they receive stairies that are lower than those they receive the context of context

for the 1T profession.

I grew up in Fairfax County, Va.,
and my K-12 experience — including
that seventh prade English class
took place within the Fairfax County
Public Schools system. So it was
with a certain amount of hometown
pride that Hearned that FCD'S ranked
No. 10 on Computerworld's 2007 list
OB Best Places to Work in TT (page 3D.
I was also pleased to see that among
conganizations with 10,000 or more

U.S. employees, it ranked No. 6. What was especially gratifying, however, was finding that FCPS ranked No. 5 on the list of best places for diversity - a ranking based on the percentage of women and minorities in staff and managerial positions. It's hard to miss the significance of that when you read Julia King's profile of Cathy Sels, the school system's director of technology operations, in the "Prized Employees" section of our Best Places coverage, According to the CIO at FCPS, Sels "has consistently proven herself as an IT leader." And that CIO is in an excellent posiflect a person. tion to make that assessment. She's Maribeth Luftglass, a member of the 2007 class of Computerworld Premier 100

IT Leaders.
It's also worth noting
that 34% of the school
system's 449 IT employees are women. If you
look beyond FCPS, you'll
find that that percentage
is consistent with the
33% average among the
100 companies on this

year's Best Places list, and that at two of the top three employers, the proportion rises to over 40%. Those are telling numbers when you consider that, according to the U.S. Bureau of Labor Statistics, women constituted 26.2% of the IT workforce in 2006. It's almost certainly even lower now; the decline in that percentage over the past decade, and projections for a continuing drop in the years ahead, have been well documented.

have been well documented. Looking further into the diversity statistics, moreover, you'll find that the top two organizations on the list of best places for diversity, the University of Miami and The Capital Group, rank No. 2 and No. 4, respectively, on this year's Best Places to Work list. So, what should we make of all

So, what should we make of all this? Do these organizations attract and retain greater numbers of women and minorities by virtue of their overall appeal, or is the fact that they employ greater numbers of women and minorities core to what makes them the best buckers to work?

It's chicken-on-egg question that does a lend trief to a dispassionate, scientific argument. But some things or lattice the dispassionate, even as children, that injustice deflements that the state of the state of the know by now, diversity is one of those know by now, diversity is one of those know by now, diversity is one of those things that elevation exists that you'll where that elevation exists that you'll find the two best places to work. It





READERS' LETTERS

Shades of Meaning In White Papers

V ENDOR-CONMISSIONED while pages as evaluate to evaluate the probably set in an obvious way "A Question to five Use Statement May 14, When Insearch a product or schandage, it seems that the control to control to the control to the

Data network manager, Eastern Connecticut State University, Willimanti

The BIT agentition of cordense, It's said that vector spontored within papers and out acreem the guestioned said, and they see to long. For example, compromend these publicated an amable of a tractice on setucturing, one of which I found or switches then's formed or whether the seed of the see

Most vendor-sporsored white papers are vostly sincer to Treal "white papers. Larned count the times there downloaded one with a terralizing title, only to find watered-downloaded consultable water handled prospect Avail recent the wester dominated by septerad. Avail recent the wester of my time to insignate on a set, to download the openior. To red only to determine if if a a time weater, and to talk to the saleopoppe with the part of the part of the openior of the part of the part

Cathy Teddoi Portland, Ore.

TEND TD think of vendor white papers more as "tan papers," in the worst cases,

they are merely advertising with a thin veneer.
"brown papers."

DBA, Illinois State Police, Springfield

Vendor-sponsored while papers are no better than vendor-written papers. The appreciator of impropriety is except for me to determ them as no better than something a vendor's PP department developed. Only stilly independent, beed-to-head neviews and decent customer referrals hold any weight with me and most of the peers with whom I utually discuss such technologies.

CIO, Ruslen McClosky, Fort Lauderdale, Fla.

Computerworld Gets a New Look and Size

PREVIEW: Newsweekly will change to magazine format on July 9, starting with our special 40th anniversary issue.

nuterworld will be changing, in ways big and small, next month. Starting with the fuly 9 issue. Computerworld will switch from a tabloid-size publication to a magazine-size format, like Time's and Newsweek's.

The July 9 issue will be extraordi. nary for another reason: It will have a special report commemorating Computerworld's 40th anniversary. The special edition will look back at the IT Some and successes of the past four de-

cades, in addition to looking forward to the next generation of IT leaders. The subsequent issue, July 16, will

be more typical of the new Computer Editor in Chief Don Tennant anformat in his April 2 editorial. "It was driven, more than anything else, by financial considerations," Tennant explained. "The fact is, it costs more - a lot more - to produce a tabloid-size publication than it does to produce a marazine-size publication, because of the differences in printing, paper and postage expenses. Like just about every other publication around, we've had to cut print costs because advertisers are

shifting more and more of their ad dollars from print to online. It's a simple fact of publishing life." The business decision required a fastpaced redesign of the publication that

was led by Stephanie Faucher, Computerworld's award-winning design director and Mitch Betts, executive editor.

The redesign retains all of the signature departments - and the same fonts found in today's Computerworld, so that even in a different format, it "will looks like Computerworld, and yet it also looks fresh "Tennant said Further said the new design is intended to be clean unclustered and ambisticated

The redesign also reflects changes in IT reader habits. These days, readers are likely to get their breaking news from Computerworld.com and other Web sites, so the emphasis in the weekly magazine will be on analyzing what that news means to enterprise IT managers and executives. Plus. some articles will have boxes (with distincrise wellow here) that point readers to

additional information or commentary at Computerworld.com. The News section will have two

narts: a News Digest summarizing the week's most important corporate IT news; and the longer, more analytical stories that are unique to Computerworld. The redesign will also showcase the publication's newest addition: The Grill, a two-page interview with an IT luminary or interesting personality.

The features section will include in-depth articles, Security Manager's Journal and other rotating depart-ments, such as QuickStudy, Future Watch and IT Mentor

Readers will find a few familiar elements in new locations. Tennant's editorial column will be near the front of the magazine, for example, and a weekly installment of Career Watch will be near the back.

Faucher said the pacing of the article pages is different for magazines than it is for newspapers. "With magazines. you start with appetizers, then you get to the meatier articles, and then wrap up with the dessert," she said. In this case the "dessert" on the back pages will continue to be Shark Tank - a compilation of true tales of IT wor - and Frankly Speaking, by award winning columnist Frank Hayes.



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he mortgage lender holds the top spot for the ch ar in a row. Opportunities to implement good eas make employees want to stay put. PAGE 34

A list of this year's Best Places to Work in IT.
plus additional rankings for the tops in small,
midsize and large companies. PAGE 44

Prized Employees

Their organizations try hard to keep them happ



ner became CIO at the H. Lee Moffitt Cancer Center & Research Institute in Tampa, Fla., the facility's IT staff was ling with morale. won't get there. The institute had grown rapidly since it opened in ED MARTINEZ, CIO, H. LEE MOFFITT CANCER 1986, but within IT, that

phenomenal growth was causing problems. The group had seen three CIOs come and go within the same number of years. Half of the 100 stuffers didn't know the other half, and roles were as ill-defined as the mission of the group itself. "There was an overall spirit of 'Do the work; get the check," Martinez says.

One of our mottos is, This is the place where we're going to cure cancer,'
and if we don't have the right people working for us, we

CENTER A RESEARCH INSTITUTE As with any turnaround, Martinez found himself making some unpopular

decisions, including lavoffs and title changes. But in the past two and a half years, he has also expanded the staff, emoted some people, increased som salaries by \$5,000 to \$20,000, broken Continued on page 34

A sense of commitment, and connection, keeps IT staffers at these top companies jazzed up about work.

By Mary Brandel





THERASTRUCTURE LOG

DAY 56: Our voice and dato networks are out of control. Nothing's unified. Nothing's integrated. We have to use different devices for different things, Gil's had enough. Je's welding every device in the affice together with a blowtorth. He coils it 'The Unifier.'

DAY 57: I found a better way: Unified Communications and Collaboration solutions from IBM. Now we can integrate our networks to give us real-time access on virtually any device. Bith the IBM Lotus' Sametime" 7.5 platform we get way more than D. It combines D Felephory. Beb conferencing and more into a single interface. We're working fast and for less.

Does this mean our office is no longer a hard-hat zone?

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Mannalli

Duicken Loans

seing is believing for visitors to this threetime top-ranked firm.

as a software engineer at Quicker Loans Inc. in Livonia, Mich. he friend took in the brightly coled murais on the wells, the open IT teams with names like "So mons" and "Jedi Council" and, of urse, the free-flowing papeom and

. He also noticed how the CIO and other executives sat at pide their teams rather than in remote offices off in a com "Learn says. In fact, through Quir

didn't come over and say. "Here's a ticket for you." He said. "Here's a whole book of tickets for your team and their families." "Souro recalls. It's no wonder, Sceno adds, that he has been asked by more than a t friends and family members for help getting a job at the company. "I can't think of any reason why I wouldn't went them jo work in an east comment like this," he says.

don't have one thing. It's 1,001 little things that make us unique. ye Learn. But company culture seems to top that list of little things. on Day One, If employees are immersed in the Quicken Learn culture sich they describe as "democratic," "energetic," "creative," and "work

On his first day of orientation, David Polidori, a senior technical sup-port analyst, recalls how he mult and lasted at length with Quicken Leens top three executives — Others, CEO Bill Emerson, and President and

Chief Financial Officer Patrick Molnois. Like all Quicken Loans emple eet, he went home that day with the executives' office and call phone numbers, as well as a first and explanation of the mortgage market, the company's business, and where and how he fits that it.

That broaders have

hout first jumping through a lot of i ns. We about going ahead and fixing things that you

Continued from page 31 down the wall between the hospital and research IT groups, and sponsored events to build camaraderie, including off-site retreats and social events. He was also able to add professional development opportunities and work/life benefits such as flexible schedules and elderly care thanks to Moffitt's overall drive to become an employer of choice in the Tampa region

But the biggest change - and one that helped propel the organization to the No. 68 spot on Computerworld's 100 Best Places to Work in IT list - was the effort made to link the IT group for the first time to the organization's mission, which is to contribute to the presention and cure of cancer This was vastly aided by Moffet's launch of an ambitious program to build a data repository that integrates genetic information with clinical records with the goal of someday creating personalized cancer treatments. "One of our mottos is, 'This is the

place where we're going to care cancer" "Martiner says "and if we don't have the right people working for us, we won't get there."

Today, his staffers seem to feel the same way. "The technology I provide touches every patient every day," says Zachariah Johnson, manager of IT clinical systems at Moffitt. And he should know, thanks to time spent shadowine doctors, meeting with physicians. ourses, pharmacy personnel and patient advisory groups, and even visiting patients at their bedsides

"It's fun to open a box with a new computer in it and see what it can do. But that gets old real quick," Johnson says, "It's much more satisfying to know hundreds of patients a day can have a more pleasant experience because of something you did."

It might be popular to blame technology for the increased isolation that sociologists report seeing in the U.S. today, but IT workers at other compa nies on the 2007 list of Best Places to Work in IT echo Johnson's sentiment They say they feel vitally connected to a greater whole and can accomplish meaningful work in an energetic environment alongside co-workers they respect and like. In fact, working in a challenging and

enjoyable environment was the second most important aspect of their jobs for the more than 27,000 FT workers surveved at this year's Best Places, bested only by the desire to be fairly compensated. And for a group that's often stereotyped as introverted, indepen-Continued on page 36



100

From our humble beginnings as a massage of classify service 100 years ago this yea UPS has evolved from humb a frucking company with technology into the world classification and the company of the control of the cont

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University of Miami Surry location, commanderie and circumstratorie and circumstratorie support. World's not to let?

had opportunities to learn on an ongoing beats," maps Borg, who started as a business system analyst lest September eller spending 21 years in turnen reseators.

y of Massi, a personnel on Computerworld's Beet Places to Work & deed excord for the fourth year in a rose. Maither lack nor chance has anything to do with such success.

Heilber lack nor classon has anything to do with such success. Non-President and COO M. Level. Tensors and his managers atthe to resident an expeniation that builds individual covers and great ten through career development, mentoring and social interaction. The

"Sustaining a great work environment is a challenge expected, furnitor, predictable workplace characterist the a culture of larges, loyally, benefits and produce at development apportunities, with creation, fresh idea projects, approaches, programs, etc., "says Associate projects, approaches, programs, etc.," says Associate

Plat of the appeal of the university is to convendent, see, Justice the appeal of the university is to convendent, see, Justice Zicher, director of applications development Marken entry company sponsored activities events and to formed pair legalities. Employees have been insense to the one university that cars and collaborate birthologs in the effitalk about happenings in the departs lenseledge like self/s accomplishme Staffers say social benefits aren't place. Managers at all levels support "People have the opportunity to m learn new things," says Mille Zocker

The III group does have believed by believed for motion consequence of an accordance without programme or an accordance without programme of moneyment received and extra extra first an accordance without programme or produced by the secondar of the secondary. Why is believed to the programme of the programme of

s on outstanding IT shop, tolern together they austicle the dynamic confidence that has earned the university its top cardings year after yea process mays.

y company as venezama, essec, a sign on a season or the good republication enjoying the University of Miller's ET department. He also says that maintaining such sonivirusments below conveniented from mempatement and top second-new 72 generationly produces that the highest select of mempatement, them the COD down, follow these principles in their convenients work, "In some," You can't do it for two seeds and cap, "Now Ye down it." You have to lawny chip the "

rest is a Compenserworld contributing writer in Welsham, Mass. Contact her at Continued from page 34 dent and even cynical, it's notable how many mention the "f" word — family

many mention the "f" word — family
— when describing the atmosphere at
their workplaces.

That sense of connection can be feltin murial worse. For left Spands basis.

in my riad ways. For Jeff Spaude, business process analyst at Pulte Homes lan: (No. 69), it was when the company owner sent out a DVD reminding employees to keep their focus on faith, family and the company — in that order — despite the bonne-building industry downturn.

For Dan Davis, group manager of IT at Anheuser-Busch Cos., which hit the list at No. 9, it's the \$200 debit card given to each full-time employee to buy a Budweiser for anyone they see drinking a competitor's product.

For Monleyes McKoon, an application manager in the commercial lines besieves used as The Chabb Corp. (No. 63), it's being invited with 5 Other assistant vice presidents to a casual lanch with the CEO. And for Poor Talks, programmer/mahpst specialist at Cornell University (No. 64), it is the fact that the school found a new position for him after he was fired by a manager with whom he didn't per along. Timested of any the contract of the contr

And that type of environment doesn't just happen. These Beet Places muture it by establishing mission statements that explicitly link IT activities to business goals, bringing IT workers into strategic discussions, promoting group cohesiveness, keeping policies as flexlike as possible and providing no-holdsburred opportunities for growth.

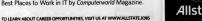
Getting to the Table That's a wake-up call for employers

who could be faced with heightened competition for IT talest in the coming year. Hiring is expected to increase by 12% for IT professionals, the secondhighest increase since the third quarter of 2002, according to IT staffing firm Robert Half Technology, Of this year's Best Places, 64% said they plan to increase their U.S. shased staffs this year, on average by 7%.

with a propensity to be lured to jobs that offer opportunities for greater challenges. That particularly true for the younger generations of IT workers, who tend to be loyal to the project team they're working with at any given time but not to the organization itself, according to Ben Dattner, principal at Dattner Consulting LLC, a consulting Continued on page 38 Good Hands are connected to great people.



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NEST PLACES TO WORK IN IT 2007

Sharp HealthCare

An engaged IT workforce translates into better patient care.

or easer acretion implying at some comparies me book the guest berieffs—generas stock options, for easerple. At their comparies, workers say they now the localitor respite they can find in the measurable or go to the each on weekends. Self offers othe more special comparies calmer, the company piccies and retreats, or the company piccies and retreats, or the

layers say the company has leadly transparently good brooking, a same popular collect and a goard for professional contraction of the related from any part after year. The company inferfet to improve out off some texture and of them to the right of our time type and the Places to New the HTTML Same harm I loaned at many to that that of the companies might main the form that the contraction of the companies might make the contraction of the simple of texture to common common to an assistant commonweal to an influent featurable or common the common transparent to the simple of texture or common the common texture of the common textu

to advantation. If a should resembly charge the compact to be of place to proceed and the least place to models care. Others have steen restles. Sharp has stor reserving an advantage charge the compact, facilities in finishing an appropriate resemble filt the institution may charge the resemble filt the institution and purpose of the interest of the institution of the institution and entitled this. O' multimost, Lard year, Sharp socially the state-time deposition of a facilitation facilities and entitled though the gallitime program.

Bill Speciaer has been at Shirty for 26 years, the post of of them as CO. "What league was going? Sharp has a real good reputation in the community. We have alreading the east home to the world and a count tendentialy beaut." by in them a big budget, but we book head of the investments we made with yellow to improve the cognition.

Sopromer says Stray went through a same forested difficulty in the Sopromer says Stray went through a same forested difficulty in the Stray and almost said out to smother health case them, that instead, then and almost said out to smother health case them, that instead, then the same should be supply programs that grows successfully in much below columnisting in the Stray Experience wereless program and below columnisting in the Stray Experience wereless program.

opposition is still, it is of it was organized important and consequent and conse

-not money, our recognisor, veryons and so planting assistant with a similar format. The IT staff invariant most quarterly for a deplanting assistant with a similar format. The IT staff invariant most parterly are well, and each physical facility has gain legibles—annagers more incentify and that staff agranterly. Anno Differs, a customer assport neptome analysis who has been at Serve for 24 years, may the particularly employe the normal Translessional potation and by and for the IT department. Tomybody gain beginning

and easily has a good time," she says. T can remembe when we started out with one harloy, and this year we cooled IT or 12." It's not all fan and games at Sharp, however, Dillley is the current chairmen of the IT "employee action team." Each year, the team is reconsil-

on the armset employee survey. The lake is to take the girl-level goals that surface in the survey and figure out are in make there ready. This year, this team is boused to reproving commerciation between IT and other supervised commerciation between IT and other sportments and on determining from IT can work more flictually with disclose to provide better patient care. One notable accomplishment of the action team was

One notable accomplishment of the action team us to coate a "sufe-to-my-shoos program." Spooner says to coate a "sufe-to-my-shoos program." Spooner says So people go to another department and spind a half day or day wedding with constantly also, aldo by side, to Continued from page 36 and research firm in New York. "There are plenty of books written about the whole world adopting the free-accent

montality" he easy

But if you help these employees forge a connection, you might be able to keep them longer. "Our best companies busically wrap their arms around people in a real way, share their vision of the company and make sure the employees are a part of that wision, "say Kabbeins Spencer Lee, executive director of Robert Half Technology and a Compurreworld columnist."

the experience for Davis, who isset finished rolling out an animal health care system across all of Anheuser-Busch Entertainment's adventure parks, including SeaWorld, Discovery Cove and Busch Gardens. The success of the project, he says, depended on IT being called in when the park veterinarians were first discussing the need to share information across the facilities. Through some out-of-the-how thinking he says, the group was able to adapt an existing health care system designed for humans, "We have a close tie to our customers." Davis save. "It's not an 'us/ them' relationship; it's a 'we.'"

"[The CEO] wants to make sure we're not just order-takers, and that's a culture we think works best if it scarss at the top," says Joe Cassellano, who became CIO at Anheuser-Busch this spring after 24 years at the company, most recently as vice president of human resources.

That's also the case at Pube Homes. "Our people usually get involved at the stage where there's still a question and na nanew;", says CIO Jerry Batt. A case in point was when the construction department changed its building model, spurring changes to the scheduling system. "We had a team of people talking routenly with the vice presiwhat he watered to accomplish," he says. "I've never seen a more jazzed group of IT people."

Question Authority But that also means fostering an en-

vironment where ideas can percolate, which in turn means favoring flexibility and innovation over policy and hierarchy. People in technology are independent thinkers because their jobs are really about creativity and teamwork and about challenging established wisdom and innovating.* Dattner says. Having worded at a large telecom-

Having worked at a large telecomnunications firm before joining Pulte Continued on page 42

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Best.

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By the Numbers Top-tier companies manage to get many things right, from the best people to the best training.

What's most important to you about your job?

I have a well-defined career path.



I feel my job is secure.



I have access to the tools and technologies I need to do my job.



· I have a good relationship with my co-workers.



My company is a great place to work in IT.



I am proud to work for my company.



There are opportunities for career growth at my company.





The Typical Best Place

\$8.B in revenue

74 Years in business

29.993

904

33%

SOURCE THE SEST PLACES TO WORK



Are you investing in IT? Or just spending on IT?

However, proceeding the control of t

accenture

High performance. Delivered.

Job Satisfaction

And a whopping 76% are satisfied with their companies. If training programs.

Base salary

Company's training

Work/life



Continued from page 38 in 2003. Butt says that in his first work on the job he was struck by the company's lack of rules and regulations. "I'd ask, 'What's the policy on such-and-such? and the answer would he. 'We decided not to have a policy on that," he says, "There are very few

prohibitions." Batt drew on that relaxed approach and what he calls the "unbounded optimism" of home-building professionals and established a three-word mantra for IT to apply to all of its projects and activities: easy, fun and sustainable. "We frequently ask ourselves whether

our projects are meeting those goals, and if not, how can we chance that?" Barr says lost last year the group realized that it needed to increase its "fun" quotient after four years of high growth, so it started planning activities such as a two-floor indoor ministore golf tournament in its Michigan facility. Flexibility also has to extend into work/life benefits. At Anheuser-Busch,

40% of the employees in Davis' group are taking advantage of some form of alternative schedule, whether working from home or working four 10-hour days. At Cornell, Talda is granted time during the workday to pursue an MBA in solucation. And McKeen injust Chubb in part because as her children ont older she wanted the flevihility to leave the office in the late afternoon if need be and resume her work again in the exercise "Here as lone as the work pets done, everyone's happy," she says.

Moving Up - Not On

But like the best families, companies that want employees to feel connected also have to be just as ready to let go when other opportunities call - or provide those opportunities themselves. That's why this year's Best Places offer healthy training and development benefits as well as access to interesting projects, and they pay close attention to matching staffers with roles that magnify their talents.

Cornell has seen staff mobility increase over the past three years. thanks to both an angual talent review meeting conducted by its senior manseement team and the fact that it now breaks out career development discussions from its performance reviews. "We've focusing on staff members"

individual strengths and helping them find roles where they will be most satis find and successful " save Nancy was Orman, assistant to the vice president of Cornell IT For instance in 2003 only three staffers moved from one division of Cornell to another but in 2006 that number increased to 21.

In his nine years at Anbeuser-Busch. Davis has worked in materials manage ment doing SAP configurations, in the wholesaler/marketing division and now in the Burch Entertainment unit IT staffers can become familiar with other areas of the organization, from wholesaline to brewipe, by attending talks in which speakers describe what they need from IT in order to be successful. Retention is also encouraged by re-

warding IT employees for their abilities rather than their tenure. "I'm very loyal, but I need to be challenged or I'll move on," admits Johnson, However, at Moffirt, "each project is like that new, exciting project, so I don't have to jump to the next client to keep it interesting," he says. That's true not only because of

the organization's nioneering cancer research, but also because of its meritbased promotion policies, "Moffitt promotes from within, but only if you're the right person, not because you've been there 20 years," Johnson says. Case in point: When Martinez joined

Moffitt, be met with everyone in IT to assess their skills and personalities and then moved people to where they'd excel in the organization. "I had one guy Jassiened) to fix PCs, but he had a Ph.D. in hischemistry? he says "New he's helping to build the database for the hiotech group."

Similarly, within a year of being hired at Chubb, McKeon quickly moved from an application manager ment position to project manager. when the application she was manage ine required significant functionality enhancements, "As a result. I've hecome somewhat of a subject-matter expert in husiness process management and provide support to other business units as they explore BPM," she says.

Continuous Improvement

What unifies the companies on this war's list of Best Places to Work is the drive to do what it takes to be on the list next year as well. "We recognine that there's no finish line " caus Anheuser-Busch's Castellano, "The worst thing we could do is get comple cent, because people here have high expectations, and they should."

June Drewry, worldwide CIO at Chubb, has the same mind-set. She came out of retirement one and a half years ago to help the company groom its senior leadership team following the departure of the head of IT She joined a group that was highly functional and - thanks to its federated or ganizational model - closely bonded with the business units it served. Many IT organizations might have stopped there, but when Drewry asked the business line CIOs what they'd want to improve they said they wanted to strengthen their relationships across the business units

involved in the Society for Information Management's Regional Leadership Forum, a leadership development and training course. Last year, 30 mid- and high-level managers from various IT units attended the program together. According to McKeon, it was life-changing, "I now have literally 30 people who I can nick up the phone and reach out to when I'm in a bind. strictly based on the relationship we built going through that program to-

To do that Drewry got the company

ectber," she says. Ties like these make Chuhb a place worth soing to every day for McKeon. Twe always said that if I'm in a position where I'm going to work for a paycheck. I'm in the wrong place," she says, "The pay is nice, but I need to come home at the end of the day and feel mood about what I did "a

Brandel is a Computerworld contributine writer. Contact her at marybrandel @werizon.net



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How They Were Chosen

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Pages 52, 54 and 60 MAKE A CUSTOMIZED

LIST of this year's Best Places to Work, based on what's most important to you. Sort by region, training budgets and more.

ing budgets and more. Computerworld.com TELL US ABOUT YOUR

worst PLACE TO WORK. Not everyone lands at one of the best places to work. We want to hear about employers that would

never, ever make our list. Computerworld.com FOR THE 14TH CONSECUTIVE YEAR, Computerworld conducted a sarvey to identify the 100 best places to work for IT professionals. In Nerch 2006, Computerworld began accepting continuations. To qualify to complete the company survey, participating organizations, both public and private. Nat to have 2005 revenue of \$300 million or creates and employe a minimum of 200 total readouses in the US.

and a minimum of 50 ff employees in the U.S.

Participants submitting nominations were asked to provide

Participants submitting nationalisms were asked to provide the name and contact information of an appropriate individual at their organization who was familiar with or had access to employment statistics and Innancial data, as well as

information about benefits policies and programs for the IT department and the organization as a whole in January 2007, contacts at the normated companess received a 100-austron survey arises about their

net receives ILV-question survive javang poor mere opportunisties immere sells yand brown interesten. He piscontribige et il i employees recovereg promotione, if sell'i famotive rites, i bening and development opportunise, and the poembring et vorume and moverhes in III stall and managament positione, in addition, i fortime from sess collected on both en opportunism served utulationing performance, how their retention programs are structured, and what between the yelling including eleit and delict in, feature, and white the professional, how their retention programs are structured, and what between the yelling including eleit and delict in, feature, and white the profession programs are structured and what resident eleit in the programs of the programs of the programs of resident and the programs of the programs of programs of the programs of the programs of programs of the programs of the programs of programs of

company representatives were e-mailed instructions on selecting a common market of the U.S. desired the or apprix well of their both on an emotion searched of the U.S. desired the or apprix well of their both on an emotione souther thin. Space covered in the repropose ravey vivided additional with training and development programs, but the search programs which is a search or a search or

management's fair and equal treatment of employees.

A total of 27,038 IT employees responded to the employee survey from the final 100 companies selected.

The nometion sures, company surey and employes surely seen all controlled wis the feiters. The company and employ es survey portions of the research world in March 2007, in coming the response, both the company and employees survey, company must vise weighted based on employees importance restings term the enripsive componer. Apparametally well find the test company parties was based on employee responses, with the member do to company the company's breaths and other programs. This perit's survey process was managed by Michele Propiles of EST Research 5.

CHANGE COLUMN TO SE THE PROPERTY SHOEL		•	-			
			employee turnover in 2006		Training days/TT employee 2006	1. 25
1 Quicken Loans Inc. www.quickenloans.com Livona, Mct.	4,050	310	*	276	3	Colobrations at this ordine bias company are ster-shadded Not Rock performed at the 2005 halding talk, and The Black Eyed heat were instance performed at the corporary's 20th environary party, 0.1 "Talket Wilesbur Phanelow," bunder Des Olliers, who also come of RNA Commission Consistent, minute complanges to be town to Consistent to see the beam in action. Employees and their dictions noticed than despited foreign and benefits of benefits of the seem in action. Employees and their dictions noticed than despited foreign and benefits of benefits.
2 University of Milami www.miami.edu Conil Gables, Fis.	10,158 3/%	307	10%	15%	8	A reconfigured location ten't the only benefit of vections at this university, located just assuft of folians. The IT department is currently in growth mode, with it d.DFM increase in staff size this year. Another big salling point. The university provides tell fullion mentels for amplityons and their dependents. In distance, that means an employee with two college-upon dependents; could be inconving talking mentals in tracess of SEC 2000 per year.
3 Sharp HealthCare swww.sharp.com San Dego	19,043	325	7%	5%	5	If employees at this San Diago-based health care provider sout on state-of-the-art technologies, including electronic medical records, digital rediction will be added to the same applications and biomerica. But book and fan are part of the expender, low. The company health annual summer private. Their longiting potack results and finding bandwas. Executions four-origing applications does write to their sout.
4 The Capital Group Cos. www.zapprosp.com Los Angeles	7,A97	1,433	4%	9%	14	This global investment transportant from has last to IT areast transport at a low 7% for aneutri pure, and IT restlant arranges and use more specific years with the company IT areastypes such side by path with transport managers and use excessinged to label the path first enther its most sense for them, within it is studented specially, a laudentity in the or project management. And money late it is addition to been saint, IT restlants are sightly to receive two areast performance-based tomases.
5 The Milton Corp. Water Stiller, org Michael, Vo.	1.244 200	307	5%	7%	•	This not-for-profit organization politic start in 1958 when several hundred anaphages been MET's Lincoln Laboratories came logisther to create near inchnology for the Dispartment of Delance, New William has 6,000 startelles, suphesso and support specialists. This cognitions of this piece of the starter programs, including Restless, subventions, partition employment of all plantins, toleranting, partition employment of all plantins.

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		IT employee furtouse in 2006		Training days/IT employee 2006	
BAE Systems Inc.	4,594 231	11%	10%	7	If workers at the delense company (the bank largues in the world) support advanced compating operations across the federal powerment and an develop-involved with many of the most explanated apparatus in delenting man individuples. For 2001, the company has assumed more than 200 while he training and development, assigning from pure IT training to programs take for an individual bankland public and communication shifts.
7 General Mills Inc.	17,300 504	4%	20%	5	The company that brings you such popular branch as Green Gent and Bethy Conder others in IT staff a Witness in IS program first braides servicing, sharing of lead practices and commany-braiding for familia strategies. A program cache first IS Manager's Fourier addresses injust belt next consum IT managem, such as pickel support, project management and reconstituted by however has been at a low-4% for the post for permit.
8 University of Pennsylvania www.upons.edu	17,500 281 40%	0%	*	٠	This top beaching and remarch institution profess itsulf on responsionents: When a 9,000 sensor incolleptated source showed administration or old collect from the collect and collect and collect and institute of the content institute of a risks institute and instituted sensor and instituted sensor and instituted sensor makes provided and proposed or accessed copyright, and collect and other provided counters.
Anheuser-Busch Cos.	34,406 765	4%	15%	3	This Immed's many popular transfs, Blusteniars and Back Light, New Holgest the company status at US, market share of shared 45%. The company offers responses a Blustin securities have perfect to every select above and consistencers, these words after three years, but years, but years, but years, but years, but years, and not words after US priors. Eligible regulappeas, require him to the causes of their for representations of Anherson-Blust Conduction shart morth.
Paintax County Public Schools Annual Sept. 60	21,001 449	6%	*	5	If you're interested in taking on a featback price, the restor's CRI-terpote school system is the place to be. The Eff. Leadership Condequence Calaire Program develops provincy Eff annythment to tak on interiority rises. Apparatuments 20 annythment that the programs grapment, which includes 15 hours por morth of terroir classes on company from and 15 baces of province in membrane them. The Eff group also has a heart of revealer, including the "Carlo file Eners Matri asset;
Hitton Hotels Corp.	74,000 541	10%	42%	15	If employees all this workleich hotelier work with the Inlant in systems integration, CPM, business intelligence and properly remergement inchesiopies. One system, called CMQ service the conspany's hotele, composite office, and reservations and continues care centure, as well as the continues and guards who saw the hoteless learned tools and well- marks options. All enginees are alighted for discounted once value and up so becapion at the 2,500 North American hotel and to proper the continues of the continues are under upon the continues and upon prolonges at the 2,500 North American hotel
12 SAS Institute Inc.	5,100 315	6%	12%	5	During batch frozer, must employee at this business intelligence software and ministra conversely can be found eating at any of these solutions of companies calculated are southing and at the free, or the recrusters and filterate content. Five healthy search and development are parallel for the search or every floor. The SCOOL request-foot gare to a mini-of-the-ort
American Fidelity Assurance Co. www.aledventops.com Dishoms City, Okts.	1,400 197 30%	0%	0%	5	This provider of voluntary supplemental fills and health insurance works hard to loop if and business working in concert. To half those relationships, regular resoluting are held between the business units and the IT stall, with the purpose of decusaring, prioritizing and encolouting leng project initiations. The enemge IT because last year seas 19th of bean salary, in 2007, that figure is expected to results 20%.
14 Vertzon Wireless	05,000 2,197 30%	5%	9%	12	An analyzam interned that of the medium service provider was opposed to 2009, giving employees recovered and finish to contribute this years that disk specially believes seeded of the cognitional and develop cares given. A resid into the commission was alto separated to include countries and development they seed to recovered and the commission cases. The company, which provide provide ID million countries relationally collect employees for contributed, devided and video converged.
15 Grant Thernton LLP	5,410 164 30%	0%	•	7	Employee collaboration is a lary principle at this pitchel accounting lives, which was founded in 1924 by Assurable Richardson Basel. The Ell group leaders between by introducing cross observed promotes to one another brough events and social gentherings. "State of IIT meetings are held as it statements that year, a 200-begree function prompt for the IIT meetings are find an international for give stell a viscole for give and provide management than max implementation to give stell a viscole for light and provide management than max implementation to give stell a viscole for light and growth management with an opportunity to grow.
16 VHA Inc.	1,202 100	7%	9%	•	The recogition and asserts program of this health care alliance became actions and deaded throughout they are - embouraging instripates in acceptate on a survive in the recent in recentral days. The Wey to die, near of can be given at any lives, by any recologues of exceptations convenienced to the company's values. We the company streams, an employer can recording an individual or a lawer that he exceptible company values.
17 Philip Morris USA Inc. new philipmorrisus.com	11,220 445	8%	17%	10	A shallery of Afric Group Inc., Philip Marth is the conventy halfed the Mellibran digested brand. Research and development are an empty because for A. A sessure for selected grower are under construction of deaths the consequent is mescal, second and feather state of the ort applices. In 2005, the company designed and emplemented a feather selected prefer that the prospect has been consequent conflictance.
18 Sutter Health www.sutterhealth.org Secrements, Calif	43,390 972	0%	12%	5	This national of inception and physicisms in Northern Collisions accommands to IT employees to join professional organizations to increase their professional standage and still state. A large technology initiative and year was off.21, which put consense, chicacle options beliefaces and start between in 200 intensive care until record, with two core fuels staffled with physicisms and manuse to lack top the ICID startes around the chock.
19 DealerTrack Inc.	22%	0%	20%	5	This provider of an demand software for the automative retail todayly is all about staying connected. It was the internet is take or dealers with brains, fources companies, and unions and other beauting automat. The company works with some than \$2,2000 automation dealers, recluding one of 69% of all transferred dealers; more than \$300 fourced possess. According one and explice illustrating orders provided and order provides and orders and of termination to the automation retail including
20 Chicago Morcantile Exchange www.cne.com	1400 500	9%	10%	5	The ingred function exchange in the world and the first publicity models functed exchange in the U.S., the CBE first of an energy delay regard values of ES of this correlates in 1900. The corregancy classy spales interested. The CBE Correct has been publicated creates and approves original programming that showcomes increation and contains thirtiegy across industries. The CBE class is admission could not define across increations who not insecrible to publicate and and offeren revenued on employees who not insecrible Light publication.
21 Principal Financial Group Inc. www.principal.com Des Mones	19,164 1,503	0%	7%	,	This authority company for a group of financial consists provides offers its employees pit countries, herein on insting classes, around "disadepared used" testing, computer-based pointing, necessions, including excellences and instructional other consume, A company interest class information on classes, New coupleyers are parted with manniors, with hide paths from with training.





INFRASTRUCTURE LOG

_DNY 78: Our energy costs are staggering! Me're spending more to power and cool the hardware than we did to buy it in the first place. We can't get enough power into our data center.

_It's too down hot. Gil moved the entire data center to the Arctic Circle. This commute is ridiculous.

DAY 51: I'm taking back control with IRM energy management

_DAY SI. I'm taking book control with IBM energy management solutions. IBM services helped us identify inefficiencies and thange our entire approach to power and cooling. The IBM System 2" server's high utilization and unique design stress cool. New no longer have to feed the never-ending power appetite of our ald, high-density environment. Ne've moved the dato enter book where it belongs.

Gil doesn't want to hear about it. He says he's snow deaf.



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	Employment of Fi Should of Fi Martine of Fi	employee turnover in 2006	-	Training days/11 employee 2006	manufacture (
22 Affac Inc. www.affac.com Columbus.Go	4,357 5: 3/4 25/6	M	5%	5	This incurans company, burded by brothers John, Paul and BB Areas in 1955, helds an annual employee appreciation was in bronz employees. It has research programs that exception persons exprovement, as well as a prefix sharing bornar plan and a 4000 plan with conseque contributions. The IT division protected and implemented a new e-training programs an Jeanney 2005. Exceptional IT employees are emissated with sour bonnace of up to 3000 plan.
23 Qualcomm Inc. www.pualcomm.com Sen Diego	9,501 71	tie .	14%	4	If employers at this wireless communications vandor are issued laptage with wireless broadband cards so they can work feed in hours or remotely. Francial invents include bonases and professional premisions and employer exceptation awards. If employees procedure constrained ment melanus, with the apportunity to earn a bosous or shock options at each melanus. Compleyers receive larger bonases if the company exceeds its franciate grade.
24 Securian Financial Group Inc. www.securian.com St. Paul Mrs.	2,400 31		14%	12	Job security is a big deal at this freezald services and insurance company. Securier, formerly incomes Mintendia Min
25 Northwestern Mutual Financial Hetwork www.srefe.com Myoulee.Wis.	5,036 1,1 129	mir.	15%	4	If stations reach 1 apply for a new job to get a promotion at this life, deablifts, long-term case and health insurance provider. A be-level caser goal help then ever promotions by requesting that technology leveledge, Methodring and remembring are short-father accepted. The company oftens a business busine program at no cost to all employees and contract. The company budgated own that 570,000 but year to except an employee who device settle after its a project.
26 American Century Investments LLC news.americancentury.com Kernes City, Mo.	1,765 31 25% 1	10.	8%	5	This health-minded company offers its workers medical, derival, vision, disability and voluntary long-term care insurance. Financial security programs include profit whenting and 40°00 plans with a potential company combustion of up to 10°04 annually. A sobbatical program allows employees with seven yellar of service or more to take a month of paid time off with no netricitions or regulatement.
27 Monsante Co.	8,152 71 35%	NO.	5%	8	An office respection is under way at this seed and biotechnology company, under the welchful eye of the IT department. The new space will heater a welface emborrance, and it will be designed with featbilley, with year conductantion in mixed. Recognition opportunities for IT include the inventible Taters award, which recognities sustained excellent performance and the blast wheels, which recognition if professionals and leaves that have contributed applicant while to the business.
28 Bosz Allen Hamilton Inc. www.boszallen.com McLeen Vs.	16,815 21 39%	0	10%	10	Founded in 1994 by Edwin Doos, the place consulting from is committed to corporate philanthropy and community service, and if employees are part of that intestor. The company's if professionals menter young if professionals through a summer interner program data washed on many challable solding, including work on behalf of the Landamia dispendent opens of the statement of the proposed opens of the recognization.
29 Pricewaterhouse- Coopers www.pec.com	30.981 1.4 374 276	the contract of	0%	5	Cover development is a big priority at this Big Four accounting line. Each IT employee has a group of co-workers whe help pasts him through his cover. That proxy cradition a scenariosc piece and a electromally bedon. The relationship bedon. The relationship bedon the company, usually costed fine employee's reporting line, who tennes as a long-term menter and ledge file employee develop both professionably and personally.
30 Marriott International Inc. www.marriotl.com Washington	124,726 1.05 3/4 100		10%	6	One of the world's bearing holders. Marriod operates or franchises more than 2,700 properties in more than 65 countries. In 2005, the IT department had a voluntary harmonic rate of sast 7,5%, and the energy lineary of its IT staffars sets rate years. As part of the Cores Journey Pile program, consor recongent retain responsibilities in their care area of apparties white securities a country accord, complementary rate.
31 First National of Hebraska Inc. www.firstnational.com Onaha	1,402 5	10	10%	4	Work/file balance is a major foces at this francial services holding company, Criptiyees can take advantage of walkness programs, an on-site child development carrier, on-title threes content, Readile work options, lateromenting options, submitted to the content of the conten
32 Raytheon Co.	74,251 2,36 5%	10%	17%	5	In a unique exterioral progrem, IT workers at this U.S. delives contractor can trender from one business unit to another for eight to IZ month. Plan. The company as table planed. It has a knowledge retaintion and trender program to prepare for the loss of bland at a result of informent and altition. A new meetre exertaining program pairs sterior liseding with less serior subcordinate employees to enhance lisedanting development.
33 Comerica Bank www.comerica.com fuburo Hills. Mich.	11,270 73	0.0	30%	6	Employees are kept in the loop at this bank holding company, which has about 460 branches. A corporate communications learn provides regular updates via a monthly revealable; halone reveals email applicas and biasemal in-purson focusins with the second results and the ET department has established the information Sprinces Women's Hermon's which halps somen in Enforcing grow and develop that current.
34 Horton Healthcare	8,400 f	ulli .	7%	5	This health care provider operates five hospitals in Kentucky and nameges seven health care clinics in Kentucky and auchim indians. The company priors lead on providing a larely-intendly environment for its workers. Special programs socked leadeble scheduling and traisconneating. If workers such borsenes for resetting project enfectiones and completing projects.
35 Tellahs Inc. www.tellahs.com Naporvile, II.	2,710 16		0%	5	Barella at this talecommunications equipment provider include ment increases, a breach based bonus program and stock according place. The IT disparations has an additional recognition program fromogh which the management have rewards terror and individuals. Their program excludes additional bonuses and rewards such as off certificates. Seen celebrations and the gamals validably whe tastings, been cooling cleanes customs and benefits.
36 Ernst & Young	25,895 1,12 394 394	6 6%	10%	3	All the country's three largest accounting lims, employees can take advantage of flustrine arrangements, either care, backup child care, telecommuting options, button viritoursement, employee decount programs, but technology apport, pretise sponding accounts for department care and excessive freedom expenses, a referred boxes program and a concisional practice, but any excessive 50 of 50 to 50° of employees control can be assets that may not 70 to 10° of these enterty.
37 Partners HealthCare System Inc. www.partners.org Referen, Mac.	4,500 1,8	51 6%	10%	6	Work, the programs at this Boston-based health care provider include feathine, replicatives, and earthwan on home- buying, first-time permitting and financial planning. The Pursuard Phortly Program allows amployees to receive up to a 50% newtoursement for certain hypes of expenses, such as gen newtourseleps, edopations, computer parchases, financial relativests and dismodest contemporary sallow.



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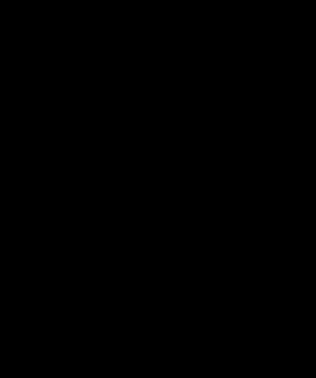


T Kingston

	Total Empl Emsiones Warren off Minorities of E	- 9	iT employee turnover in 2006	employee promotions in 2006	Training days/IT employee 2006	Why it's one of the best.	
38 USinternetworking Inc.	229- 518	-	21%	6%	5	hosted applications will the Integed for large comp.	36 USinterretworking is a wholly owned subsidiary that provides ares. Almost 40% of employees have worked for the company for at urss employees, performance against the company's set of core values in colleagues shoughout the year.
39 USAA San Antono	21,556 33%		9%	1990	6	employees can receive cash for great ideas. In 200	ries military families, has an innovation program through which 16 employers took part in 244 on-site training courses and 1,978 online fluided personn plan after the years of service and can rethe as early as partiects employers from inflation
40 Cornell University	26%	346	4%	10%	5	for development each year Employees have access	Comell and Araber Dickson White: budgets \$2,500 per employer to Comell's degree programs for free, and a new litchhology budget or classes or conferences not within an employee's immediate it courses and combication programs on take.
41 National Information Schuliers Cooperative Inc.	39% 2%	440	8%	11%	10	A comprehensive medical plan, including vision ins	for the energy and relecommunications industries. One big benefit unance, is provided to all employees and their families at no cost is discretionary and inventive benouse. At the company's National IT is orthered in the company's software products.
42 Memorial Health Services Long Brach Call	10,306 45%	200	2%	13%	2	work with multiple technologies including voice or voice. The organization has continued to increase to	ome supports 200 applications on multiple platforms. If staffers also er Pr sido Impunory identification, whital LAMs, and winders data axes If budgets armality across the board, incumbent employees are always with decisions about pilo differs based on performance.
43 Cummins Inc.	16,055 32% 27%	448	1196	11%	5	benefits extend to both opposite-sex and same-sex	r benefits to employees' partners who aren't legal spouses. Those is domestic purtners. Doverage includes complete health care, life plan indical insurance for interest plans for family matters that's on in assistance and resources assistance.
44 Southern Co.	25,888 30%	996	490	8%	2	one of the largest in the U.S. The two-year program includes monthly classes, with curriculum ranging to	s to raise the bar on leadership development at this electricity distribute is shouting its second class of employees. The first year of the program from speech classes to course for first line supervision. The second of it serior leadership term if exclusively funds the program.
45 Discover Financial Services LLC Property of Conference By	13,013 35%	1372	11%	13%	3	some 50 million people. IT employees work a 40-h	ley is the resure of Decover brand credit cards, which are carried by our week on average, with flexible scheduling and summer hours DOD employers at 10 children is as states. New employees receive 25 at of designated sick, personal and vacation time.
46 Discovery Communications Inc.*	3,676	334	16%	10%	1	about employee wellness. Its LifeWorks Strategies, responsibilities and personal goals. A full nervice, or	cable network among its offerings. Discovery Communications cares- team offers programs that help employees integrate their professional in-size writness center opered in late 2004. It is statified with medical and offers a full range of medical for ovices free of charge.
NOTE: "Since production of this solver	began Discovery	Commun	scalers arrow	nced that if you	d close its retail	sions. That move is expected to result in a 25% red	Buction in its overall ecrifilance
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Silver Spring Mid	38%		professionals serving as primary care physicians and offe	rs a full range of medical services free of charge.
NOTE: "Since production of this as	e-began Discovery Comm	incations announced that if would close in	is relail sloves. That move is expected to result in a 25% reduction	n its overall worklonce
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	Employees in IT Woman in IT Monaton in IT	employse turnover in 2006	2006	Training days/IT employee 2006	My Daniel Stabut.
38 USinternetworking Inc. WAY US. COST Annapols, Md	518 413 22% = 413	21%	8%	5	Accused by Infocumentations ginet #45 in 2006. (Softernehousing a a wholly owned subsidiary that provides hooled applications with the Internet for large companies. Almost 40% of employees have worked for the company for at least the years. An armail appraisal process measures employees professions against the company's set of core values. After program allows employees to exception their collegues throughout the year.
39 USAA WWW.usaal.com San Antonio	21,556 2,366 33%	9%	19%	6	This mutual insurance company, which primarily serves military families, has an inexception program through which employees can recover cash for great desce. In 2006, employees body part in 244 on rate training courses and 1909 either training courses. Employees are vected in the fully funded persion plan after the years of service and can retire as early as apr 50. A built in cost of living adjustment formula protects employees from milistion.
40 Cornell University www.cornell.edu thoca.NY	376 346 20%	4%	10%	5	This key Langue university, founded in 1905 by Ears Cornell and Andrew Dickson White, budgets \$2,500 per employee for development each year. Employees have access to Cornell's degree programs for less, and a new Redmotory Scholarship Program provides an entra \$2,500 in funding for classes or confirmation and white an employee's inmediate sochrakopical area. A treating group offers inchriscal courses and certification programs on-sits.
41 National Information Solutions Cooperative Inc. www.rssc.coop St.Louis	594 440 29 14	8%	11%	10	This cooperative company provides billing services for the energy and felicommunications inclusives. One big benefit: A comprehensive medical plain, including vision incurance, is provided to all employees and final final final formation statistics are considered from cost. Someonic include proformation saliny increases, plus discretionary and incurrieby bossess. At the company's National IT Learning Centre, employees and construents can get certified in the company's software products.
42 Memorial Health Services www.nemorialcare.org Long Beach, Calif	10,308 200 45%	2%	13%	2	The IT team at this hospital group in Southern California supports 200 applications on multiple platforms. If staffies also work with multiple inchnologies, multiple your over P, and belogues y identification, what all JAMs, and wiveless date and voice. The organization has confined to mosale IT budgets annually across the board, isocarbest employees are always considered first for vectorous and new positions, with decisions about job driver based on performance.
43 Cummins Inc. www.cummins.com Columbus, Ind.	16,055 448	11%	17%	5	This pickel power company offers domestic partner benefits to employees' partners who aren't legal spousse. Those bonefits entered to both opposite-sex and same-sex domestic portners. Coverage includes complete health care, like innurance for spousse and dependents, a person plan, reducal insurance for retiress, leave for family and feedball some Act, adoption secietation and relocation existences.
44 Southern Co.	25,888 996 30% 100 20% 100	4%	8%	2	The IT Leadurably Dovelopment Program continues in naive the bar on leadurably development at this sischicity dehibbor one of the largest in the U.S. This have year program in bothing its second close of explayers. The first year of the program includes monthly closes, with controllurability maying from speech closes is consistent for the time supervisors. The exceed year or dedicated is one one-one-monitoring from the IT second speech controllurability has a dedicated to see one-one-monitoring from the IT second speech program.
45 Discover Financial Services LLC www.discovercard.com Renwoods II.	13,013 1,372 27%	19%	13%	3	This business until of reventment bank Morgan Stanley is the leaser of Discover based credit cards, which are carried by some 50 million people. If employees work a 40-hour week on average, with fleatiles scheduling and summer hours available. The IT department supports just one 15,000 employees of 10 fleatiles in his states. New employees process 25 days of past time of the use at that discretion instituted of designated pick, personal and scretion time.
46 Discovery Communications Inc.* www.discovery.com	3,676 334	10%	10%	1	This media company counts the Discovery Channel cobin network among its offerings. Discovery Communications cames about employee withness. In Let Works Stategies team offers programs that help employees integrate their professional responsabilities and personal goods. A full-service, or note wetless contra operand in late 2004. It is statistic with medical confessionate service are otherwise and works and furnished employments personal contract and other services.

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MONSANTO imagine

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1	Total Employ Employees i Women in IT Minorities in IT	in tT	omployee turnover in 2006	IT employee promotions in 2006	Tranini, days/IT employee 2006	Why it's one of the best.
47 Johnson County Community College Ourtand Park Kan	2,400 27%	95	4%	3%	10	If saffers at this 34,000 student community college are encouraged to perhicular in both filer specific functional area and in other workinguage. For example, a self-member neight lead appropriating the momenty be a committee member after laced and some size according special in the affection. But saffers the both dead is special to employees which have obtained the south from productional proper performance is consistent with a 5500 self-self-self-self-self-self-self-self-
48 Hess Corp.	13,000 26%	275	4%	6%	4	Il is considered a competitive advantage at the oil and gas company where II professionate are moleted in many different types of projects. The company operates in Demanys, Glabon Review, that U.K. the U.S. Indonesia. Review of the countries Business units include II professionals in stately, planning and projects from the start. Revisite working arrangements are offered, including a new day. Bit has schedule in some locations
49 Paychex Inc.	11.485 391-	12.	7%	36%	15	Lister up. This payed accounting term (the second largest in the U.S.) wants to been what its employers have to say in 2006. Psychole illustocked an employer survey course places such as communication, work enveronment, management revealeds and customer closes. The results were reveneed, and action plans were developed. There's fun, too On Came Object If employers who have and fest brough their best game obtes and free colleagues stack them and vide for their lavering.
50 State Farm Insurance Cos.	67,182 3840	5 611	440	18%	8	This insurance company is hisologisatered in Bloomington III, which was recently railled in CNN Money's Top 100 Places to tree in the U.S. and is just a few hours drive to Discape Individual ord'St. Cours. Technology insparch is conducted consist and a the company's new 6,000 square host surface in the company of the University of Bloom. The ITI group boots more than 100 offerent exhibitional field less and 5 primary rides.
51 KPMGLLP	21,504	931	9%	10%	5	The III professionals at the smallest of the Big Four accounting limits are movest and challers. III people can thankler within the originacition to other positions and specially area. "Not Johns" colosis are seen manifely that life indeeds, ord an animality bit are held forecally easi. The company is training bodyst increased 34% from facial year 2005 to more than \$12,000 per copials in facially year 2006 to more plant of the company and others an array of worlyfelp programs.
52 Edward D. Jones & Co.	31,451 37%	1 083	9%	11%	3	Turrover in this invarial services term's IT group was less than 9% last year. The company is currently sprinding about 5000 million to select hiero satellite based communications to high-speed, little optic corrections for scale 10,000. US, branches, in this field organization, there are no official job descriptions. Workers deat resolite-focused "respectability scatterings" that define how they will contribute.
53 Charles Schwab & Co.	13,795 32%	1,594	7%	5%	13	Employees at this financial services firm, which has 9,000 branch offices in the U.S. Canada and the U.K. are happy to give 19,000 employee volunteers about set 19% from the previous peer in 2006 the Charles Schwald Foundation docated fained for my than 2,300 charlastic argumentations for a combined total of nearly \$2.2 million in matched docated contributions from employees and board members.
54 Raymond James Financial Inc.	5,603 39%	793	18%	16%	4	is July 2006, the IT department at this eventment and financial planning services from established a Communications. Response learn to increase the effectiveness and transferse of IT communications. IT leaded hip maritans an open-door policy and has a supposition than to called complayers does for improvery IT processes. Employees respit the rewards of working at a handrad services from They giff a saleurinest discount for the data this calculate.
55 LL Bean Inc.	4,906	269	4%	10%	5	LL Benn is getting as tigg as the great outdoors. Growth at this outdoor appared maker has resided in a 20°0 increase in your sound employees. At this tensity owned company, employees access a 40°0 discount or most active geer and can become opcoment file tents, backpacks bedate and emploise. Emmer employees and ediplie for three to five Outdoor Engineerical Buys to participate in activities such as kayslving, infaining, campang and cycling.
56 Harrah's Entertainment Inc.	100,000 374: 27%	456	13%	10%	15	This gaming company recently integrated the Cascars cosmon, effectively doubling its size in terms of essenue employees and locations. That mere morth images project in dispatch the people; processes and systems of 33 properties and commanded in a series of celebratory events. In 2006, Harrah's provided an average of 65 hours of training per simpleyee across the order organization.
57 Northern Trust Corp.	7,501	973	5%	13%	5	Roady to travel the work? This asset management asset servicing and banking from his offices on three continents in Understanded bostness horizonardy. If soft members in the U.S. are being asked to consider short and long from assignments overseas, in locations such as India, televick Singapore and Guerrany in 2006, the company instrument all IT job lies, and descriptions, adding may job and enhancing cased development.

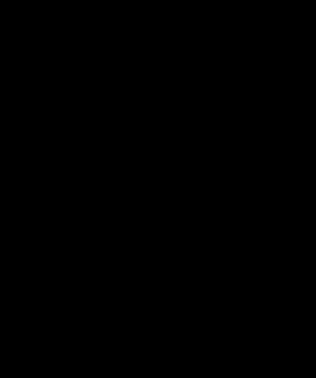


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	Employment in FT Remarks In FT	If employee turnover in 2006	T 2006	Training days/IT employee 2006	Proposition in the second seco
47 Johnson County Community College www.jcct.edu Overland Park, Kan.	2,400 95 27% IIII	4%	3%	10	If stallers at this 34,000-stalent community collings are encouraged to periodate in both that specific functional area and in other workgroups. For example, a stalf member might lead a project in the neumoning be a committee member after lands and some as a committee owner, the period has also start on a committee owner, and the land and some as a committee owner, and the stall shared is given to employees who have enhanced the scale of twomp contacting by performance; to consect with a \$450 area.
48 Hess Corp. www.hess.com New York	13,000 275 24% 376	4%	8%	4	If is considered a competitive advantage at this oil and gas company, where If professionals are involved in wany different types of projects. The company operation in Dermant, Golden, Norway, the U.K., the U.S., indonests, Theiland and other countries, their involves units include IT professionals in statings; planning and projects from the start. Finable working arrangements are offered, including a nime day, 80 four schedule in soons locations.
49 Payches Inc. www.payches.com Richeses NY	11,485 723 39%	7%	36%	15	Lides up: This payord accounting line (the second largest in the U.S.) wants to hear what its employees have to say. In 2006, Psyches leaveded on employee survey covering tapics such as communication, work embrancers, management, revealed and customer focus. The results were reviewed, and action plans were developed. Then it is no too flower Object. If employees who bust and fish troig in their best game others, and fisher categories tests them and some first fine from their formation.
50 State Farm Insurance Cos. www.statefarm.com	67,182 5,611 38%	4%	10%	8	This incurrance company is headquartered in Stromfregton, III., which was incently ranked in CMN Morrey's Top 100 Places to Live in the U.S. and is just a liver hours' other to Chicago, indisnapote and St. Losse. Technology research is conducted on-site and at the company's new 5,000 organs' has called one of the company of the University of Binos. The IT group boards now than 100 different individualization and St. primary roles.
51 KPMG LLP	21,504 931	9%	10%	5	The IT professionals at the smallest of the Big Floar accounting forms are movers and shaders. IT people can transfer within the organization to other positions and specially arress: "Not Jobs" notices are sent morthly to all IT workers, and an internal big has in that bakes a year. The company also others are sent morthly from tracts year 2005 is more than \$3.200 per copies in floating year 2005 is more than \$3.200 per copies in floating year.
52 Edward D. Jones & Co. sww.edwardjones.com S. Lous	31,451 1,063	9%	19%	3	Turnover in this financial services firm's IT group was less than 9% but year. The company is currently spending about 2000 million to worth from salvillar-based communications to high-speed, liber-optic connections for some 10,000 U.S. barrokes. In the first organization, feel are no official jub descriptions. Workers drift results focused "responsibility statements" that define how they will contribute.
53 Charles Schwab & Co. sww.schwab.com San Francisco	13,795 1,594	7%	5%	13	Employees at this financial services firm, which has 9,000 bearch offices in the U.S. Canada and the U.K. are happy to give, in 2005, enabless volunteescen shot up 89% from the previous peer. in 2005, the Charles Schwab Foundation decreted funds to make their 2.552 charlantse organizations for a contributed total of resety \$2.2 million in matiched deventions and contributions from employees and board members.
54 Raymond James Financial Inc. www.raymondomes.com S. Petersham Fin	5,603 793	19%	10%	4	In July 2006, the IT department at this invasionent and financial planning services firm established a Communications Response Team to increase the effectiveness and timeleness of IT communications. IT inadembip mentures an open-door policy and last a supportion both to chief completes class for insproving IT processors family one may the rewards of working as a family and an increase the part of securities decount for tasks transactions.
55 LL Bear Inc.	4,906 269	4%	10%	5	L.I. Seen is getting at big as the great outdoors. Growth at this outdoor appared maker has resulted in a 24% increase in year round employees. At this lamily-owned company, employees receive a 40% document on most active year and can become registered the three budgededs, bush and soverbook. Everyth employees and eight for three to five Outdoor Equipment on the protripping in an effect for three to five Outdoor Equipment or they have provide protripping in and explore.
56 Harrah's Entertainment Inc. www.harrahs.com	100,000 456 374	13%	1044	15	This garming company recordly integrated the Cassans cashrox, effectively doubling its star in terms of revenue, employees and locations. That nine-month records recorded the property increases and optimized the grounders and columnated in a series of coloratory exerts. In 2008, Human's provided an evenage of 65 hours of business por arrichyees across the vertice optimization.
57 Northern Trust Corp.	7,501 973	5%	13%	5	Ready to have the world? This asset management, asset someting and banking from hist offices on three continents in 13 international locations, increasingly, IT staff members in the U.S. are being asked to consider short and large term asseguestes overseas, in locations such as finds whiters. Surgeous and Gaussian, in 2006, the company carestned all IT put their and descriptions, adding me talks and enhancing carest development.

We're a world-class organization for many reasons.

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- experience in: Computer Engineering
- · Electrical Engineering
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growth. In fact, we've been named to FORTUNE's list of "100 Best Companies to Work for in America" for nine wears in a row.

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		_			
		employee turnover => 2006		Training days/IT employee 2006	
58 CDW Corp. www.cdw.com Vence Hds, III	4,800 2f	17%	12%	6	in 2008, the IT department of the computer products resident the REACH (Rewarding Excellence, Activesments, Conveniences and historia plants) entityees exceptible program. The REACH program includes Johans and Belenat exercise, call example globes to excellent experience from a separation or manager. If surface are allowed to work reseately from bother one day a week on in sharkful as growed by their immagers.
59 Corner Corp. www.corner.com Kensas City, Mo	0,304 4,460	13%	30%	и	A ponente-from within philosophy at the clinical and administrative information systems provider opens up many annual for career greath and development is both bechance and management relate. In 2000, 19% of sentent transformed to near careers within the company, On an ACE (Advancing Conversion Escalance) this, software travel to a client also and suspect and users during a software conversion.
60 The Vanguard Group Inc.	11,128 2,56 379	4%	8%	5	Professional growth includes hands on bearing apportunities: This linearcal services line manages large custom development projects — representing 60% of the development budget — that are completed in hands. Plast, there are appossible learning maps laboured for every 15 molecules and more than USO IT-specific determines and exercise A review of the foregraphic following and the complete and believes. A review development and the following collection and considerate and believes.
61 HSBC North America Holdings Inc. www.habassa.com Pospect Heights, II	40,910 3,577 33%	7%	8%	7	Benefits packages at this financial services company include health and work/tile balance programs. New hims are eligible contributes to their 4000 soccounts after 30 days of employment. After one year of service, the company matches 27% on the first five of contribution, up to a 6% date for deliar match. Employees are also given an opportunity to take on roles to destine and appared their inconsisting and office is one of the concerny's diverse business areas.
62 Pairmetto Health www.pairmettohealth.org	0,216 14	10%	19%	8	Employees at this health care services company enjoys "cannel all the litter" dress crofe. Through the Bright bless program, employees offer bless for seeing among, begrowing patient substy, creating efficiencies or improving employees mortals. Each substituted date in reviewed, and bless are implemented whenever possible. Employees are recognized via a-real and employee former and revented with gifth and airmant prices for the best supplement in each campany.
3 The Chubb Corp.	8,200 06	5%	7%	5	in the pay-for-performance model, employees at this insurance lime who exceed their goals are considered continuating performance and researched with higher ment increases and a larger show of the department's borns pack literapeur also man a discontinuery borns pecific interestable yound considerate to continuating contributions to expectic protects. The conspany hash integers tensions called both laid, the faith with they off self together to discount injuries and a personal hosts.
64 Hovertis Pharmacouticals Corp. www.pharma.us.novartis.com last Harover, N.J.	12,715 40	9%	12%	10	This pharmacoulcus company, a subsidiary of Sviss firm Novents ASI, offers tobiccommuting, Resides workships and jub sharing. A FIT Diversity Action learn least, among other things, developed a Web sits to image the FIT community informed about diversity yeally artificially related activities, reflect out and FIT entry to identify what's working and areas of opportunity, and initiated a diversity and inclusion content to drive traffic to the Web sits.
55 Miami Dade College	5,648 30: 70%	30%	0%	2	President George W. Bush was the commencement speaker this year at Mises Dude, one of the nation's largest colleges. Record IT projects include a multibilities-record database commence and the design of a complete data contract strongs indicated actions. Excelspeaker acceptables programs offer opportunities for peer recording in contract contract and action action of the contract of the contrac
GG American Family Insurance Group www.anfan.com Assoon, Wn.	8,590 1,05	7%	74	6	This incurance company's Diversity and lackation Convention works to generate office-specific oversit and properce that alone with the company's either to create a develop explosion. In this 2000, the emouther sice presidents formed the Esecutive Diversity Contention Committee to record overall conjusted deversity eithers and results, including especializes for company management and the impact of diversity on every hastness fellation.
67 Temple University	5,467 24 32%	6%	2%	8	With codays interest seating, here's a park worth noting Emphasis pay on balloon for any undergraduate or graduate regions at this key ratio allowering, here aproase receives had of all balloon, and children pay on batton for up to 10 sometimes of undergraduate study, latery IS implement have taken subsertings. Science have recently completed Ph.D. excesses, and many others are proving or here completed restant's or ballooks's degree regional physical excesses. Any other are proving or here completed restant's or ballooks's degree regions.
CO H. Lee Moffett Cancer DO Center & Research Institute own.moffet.org	3,000 17	17%	19%	3	Part of the after National Currons Institute Comprehension Concer Content, Modific offers its employees on on-site child case facility, marked benefits, decid concerner, the and large-term decability insurance, tables resistance, a persion plant, families work house and a 40000 plan. This organization also employs a full-time incirnology traverage stell and contents with mater training constraintors.
Pulte Homes Inc.	12,000 27 270	19%	19%		Foundard by Giff Polis in 1950, this meternal house budder offices complimentary butch at its composite headquarters. Employees are excussigned to pericipate in commandly posterois referred of their own choice, and the company provides all laid these statistical employees the tree paint of large off per year for notiness at laid one option operations coordinate characteristic operation from the command of laid of the command of the comm
AmTrust Bank	2,567 27	18%	14%	7	This liddwart bank, with mous than 50 branches and have offices, changed its corporate reme from Chin Santopa Bank in April, This company seages the average uncleases for its 1ff monther at 40 to 45 brant, with monthly countine pay given to related southers whe work reces than 45 brant pay week on average. The company also offers feature and part time hazars. Many supplement are given the apportunity to week from home.
Services Inc.	7,000 2,62	15%	20%	5	Training his high focus of this credit card fearmenton processor, a subsidiary of Systoma Financial Cosp. Bechnical delfa- ciances are offered both in histors and enterrolls, and the company offers taken ensember of the conferendation and graduate degrees in vectors II and because facility. Companishing classes on hashednip and commercialities delfa are advanted and amplagues. The contemporary size contributes to prefit destrup, accompropriate parameter parameter and dROO planes.
72 Ponn Hational Insurance	842 10	5%	7%	•	Franciari in 1990 by a former's secondates, this insulance firm now does business in nine states. The company recently developed a multidistational governance committee to se priorities for and marcher the programs of technology projects. Lower properties and are set as section agreement all all projects, and others tradl are integral members of project teams, by 2000, the 11 group revents and are residuated all positions and created near jub descriptions and preferences objections.
73 Apollo Group Inc.	14,000 1,03	3%	20%	10	This prent congains of the Unbeauty of Present, Aula Cobing, the Cobings for Financial Pleasing, the Indiana for Probabilistics of Development and Visioners International University (its year recognition subject in Copyrights of the Copyrights o





_INFRASTRUCTURE LOG

_DAY 53: We're flooded with information. Data. E-mails.
Web content. Video. It's trapped in unconnected systems.
It's practically inaccessible. We need to do something.

_Gil needs help finding the right info, but I specifically listed "feor of heights" as a weakness during my last review.

"DAY 54: The answer: IBM solutions for leveraging information. They can help us build a high-performance infrostructure to bring info together, up and down the stock. IBM middlewore consolidates critical structured and unstructured info across the silos for a single, unified view. IBM servers and storage dive us virtualization for improved utilization.

_Now we can make better decisions with our info. I feel so much more grounded now.



IBM.COM/TAKEBACKCONTROL/INFO

	Total Emplo Employees Women in if Minorities in if	n IT	IT employee turnever in 2006	IT employee promotions in 2006	Training days/IT employee 2006	Why it's one of the boot.
74 Applera Corp.	5,251	165	14%	11%	5	This instrumentation systems company which makes software and services for the file solences community offices the services of a health advocate to all eligible encipieses, wildusing spouses, children, coveres and particle or like. The common soft orders in animal torsion program based in pagis set with encipieses. Transport at the borymany of the year flash borys or an district to make a ground order any common set of the program of the year.
75 Acciom Corp.	5,596 28%	2.751	5%	5%	5	This pickel company which develops software for direct marketing and outcomer relationship management, is currently registered to retrieve processory from maintename and services be a good on high end PCA softworked together in a mississely possible computing environment. Account II professorates have been weeking the operating applicant for the good. Two persons of brinding pages 20, a about 35 entition, is added for most awards for mostable performance.
76 Commonwealth Financial Network www.sert-sewealth.com Wather Mass	23% (403	83	13%	21%	35	After three years of service employees at this financial services company are eligible to rent vection homes covered by the connectivity CEO for private use. Their choose include properties in Sunday Rever, N.N. Weet Palm Blanch, Par, and Key Bessyn: Fill Each requisions is eligible to vector a year end boxes based on the company's performance in service, set operating many and movemer growth. Employees are also eligible to recover yearly more increases.
77 Southern California Edison Co.	15.047 3%	1.163	5%	23%	6	This utility company one of the largest in California, has developed a new program known as the IT People Strategy, which emphasizes loodership, succession and workforce planning. As part of this program, top lessit management assessments halp sciently and develop employees who are productaclastics to fit mesotive positions when they become vecant Senior management of supervisions also take part in IT leadership off tate meetings.
78 Corning Inc.	26,000 34% (100)	418	3%	23%	4	If employers at this global company, which interdectures optical floer and cable products, routinely work with individuals from a wide somely of cultures. Through the company's career development system, employees are queded toward work accurates that provide openic learning and point opportunities and prepare them for failure roles. Coming Learning and Central is an order connection to internal and external courses on opposit only has business, incliningly and feedership.
79 National Rural Electric Cooperative Association	719 25% == 28% ==	130	8%	12%	9	If workers at this company which represents consumer owned power cooperatives, are mady to work and about anywhere. Workers are equipped with lactary computers, multiple flat scares monitors, multiple test and development computers and covers, we made to a make the proposed VIVI connections and more. Excellence awards of up to \$300 in get card are given to individuals and laters, with no limit on the number of awards an employer call incore.
80 Constellation Energy Group Inc.	9,681 25%	639	9%	8%	2	On average, 10% of if employees at this power generator, which distributes electricity and natural gas in central Maryland through Baltimore Bas and Electric Co., are moved to new positions within IT and the business earth year. The company offers a worlytic program that includes denote management, Missigh entangement life event management, a rathoral fatesce natural, busing term care instance, and pulso and home resurrance and decurrent group others.
91 Publix Super Markets Inc www.public.com Layeland Fla	142,000 309; IIII	620	12%	16%	13	Executives at this supermarker, the buggest privately owned market chain in the U.S. same on steering committees for high pricely IT efforts. An open-door policy encourages staffers to make the manager or executive to discuss issues or date. Explayases land to stuck around. More than 27% of IT worker have been with the company for IT years or more. In 2005 the company part over the than \$59 million to employees in the formed holiday boruses.
82 Kansas City Power & Light Co. sowe Acpl com Kansas Chi Mo	2,174 40%	129	21%	13%	9	This subsidiary of Small Plans Energy Inc. serves about 500,000 electricity customers in vestern Missour and eastern Kansus. The commany offers a flowable brendets package that includes a 440(b) plan and a person plan. Employees are encouraged to violately in the community through couponers promised activities. In fact, the company donates an employee for Inflame participation in the local United Way companys in a "lawed securities."
83 U.S. Postal Service	796,199 30%	1.293	6%	6%	5	The IT department for the country's mail service supports more than 335,000 users, 175,000 devictor computers, 650 national applications and 17,000 point of sale workstations, Ptc., it manages the 15 below annual vest to the USPS. Web site which generate more than \$425.7 million in sales. Tracking and sewarding of employee performance are done as a sust of Web enabled spotens.
84 United Parcel Service of America Inc. www.ups.com Marie	360,600 28%	4.829	6%	8%	4	This package delivery company offers employees apportunities for apricel assignments so they can fear on the job a limitability and employees an outstanced in house Date Campile regigem, and two week foreposite schools, which offer supervisors, middle wavegers and servic managers learning opportunities in multiple chose throughout the year in 2000, UPS IT employees desired a total of more than 4.000 hours to their communities.
85 Quest Diagnostics Inc.	42,000 39%	1,888	8%	11%	4	Pentile sobolutes are a halfmark at this climical laboratory, which provides diagnostic services to physicians and patients around the clock. Most employers work the first shift and can start their workday as early as 6 a.m. or as late as 9 a.m. The majory's of if employees are given laptops with VPM connectivity and branchand, DSL or crabble access, allowing them to work from them. A welliness processing radied the Health Quest's insteller includes the disproduce screening.

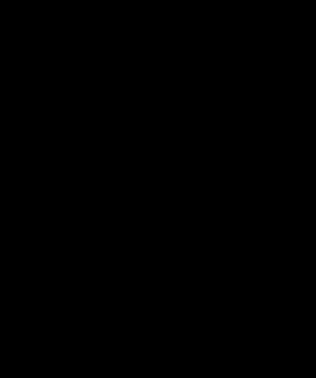
Best Small Companies

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In N

No.



	Total Employees in IT Wangs It IT Wangs It IT Wangs to IT	ff employee turnover in 2006	1000	Training days/IT employee 2006	May fix to an of the last,
74 Applera Corp. news.applera.com Nomali, Corp.	5,251 165	14%	17%	5	This instrumentation systems company, which makes software and services for the BH sciences community, offers the sentess of a health activacts to of eligible engolyses, including spouses, children, powerts and parentine—ties. The company also offers an annual borne program based on poins set with employees "resugges at the boginning of the peor. These borns are suffered to earlifying expendition better and promotional per increase offered to earlifying expension better to all promotions."
75 Acxiom Corp. www.acxiom.com Life Rock, Ark	5,598 2,751 294	5%	5%	5	This global company, which develops software for direct marketing and customer relationship management, is currently sugaring in minimal processing from maintenance and somers to a grid of high-end PCs networked together mis a manahosh penaled consputing environment. Account IT professionable have been writing the operating systems for the grid. Two percent of total popular or about \$6 million, as alletted for minit awards for notable performance.
76 Commonwealth Financial Network www.commonwealth.com Wather, Mess.	403 83	13%	21%	35	After three years of service, employees at this financial services company are eligible to entri excellen fromer owned by the company's CED for printer use. Their choices enable properties in Sunday River, N.H., Weet Pain Beach, Pia, and Ney Biocapies, Pia. Each enployee is eligible to receive a year end bown beet on the company's performance in service, set operating margin and inventing reports. Exployees are also eligible to receive yearly sent international properties.
77 Southern California Edison Co. www.sco.com Rosemand Cali	15,047 L163	5%	23%	6	This utility company, one of the largest in California, has developed a new program known as the IT Propis Stategy, which emphasizes leadership, recommon and workforce planning. As get of this program, kno level management issuescenaris. help blantly and develop employees who are good considerate in SII executive positions when they become vecant. Senior rearrangers and supervisors also take part in IT bedoming of the meetings.
78 Corning Inc.	26,000 416	3%	23%	4	IT employees at this global company, which manufactures optical flow and cable products, routinely work with hadviduals from a wide vesting of cultures. Through the company's correct development system, encolores are guided toward work engigeness that provide specialic training and growth opportunities and propern them for future rates. Coming Learning Control is an orative connection to reternal and estimat courses on topics such as traininess, inchronously and technicists.
79 National Rural Electric Cooperative Association serve Areca, coop Arington, Vo.	719 130 29% 100	8%	12%	9	If workers at this company, which represents communer-trend power cooperatives, are ready to work just about anywhere. Workers are equipped with lightip companiers, multiple files comen monitors, multiple text and development computers and servers, whiches branched devices, high speed VFM connections and more: Equationic exercts of up to 5000 in gift costs are younn to redeviolate and fearms, with one facilit on the camera or employer can receive.
Constellation Energy Group Inc. www.constellation.com Batteriors	9,681 639	9%	9%	2	On evenings, 19th of IT employees at this power generator, which distributes electricity and natural gas in central Manyland through Bathmann Bas and Electric Co., are moved to new positions within IT and the business each year. The company others a work, this program that includes decesse transpersent. Moreful management, life event management, a national literas startions, long-time core researces, and auto and home insurance at decounted group miles.
81 Publix Super Markets Inc www.publix.com	142,000 620 30% (100 620		18%	13	Executives at this experimental, the biggest privately owned market chain in the U.S., serve on steering committees for high-priority IT alliants. An open-door policy monarques staffers to make with any manager or executive to discuss issues or steel. Employees to lead to stack around. More than 15% of IT sentents have been with the company for ID years or more. In 2005, the company peed more than 15% reliant to employees in the form of haliday bonuses.
82 Kansas City Power & Light Co. www.kzpl.com Kansas City Mo.	2,174 129	21%	13%	9	This subsidiary of Great Planes Energy Inc. serves about 500,000 electricity outstoners in western Missourn and execute Kensus. The company offices a flexible borefits prolating that relacions 4,4000 plan and a pennion plan. Employees are encouraged to voluntee in the community through corporate-pomented activities. In fact, the company doubles an employee for life three perfocupations in the boat Ulchind Way companier as a "Dound executive."
83 U.S. Postal Service www.utgs.gov Washington	796,199 1,293 3/9	6%	6%	5	The IT department for the country's real service supports more than 355,000 users, ITA,000 deutice computers, 650 national applications and 70,000 point of side readestations. Plan, it manages the 15-billion amenal viets to the USPS With all an which parasite are the 3-652 fmillion in roles. Timodeing and insending of employee performance are done via author of With wealthed optimes.
84 United Parcel Service of America Inc.	380,600 4,825	6%	0%	4	This package delivery company offers employees opportunities for special ensignments so they can learn on the jobs a formatived mentioning program; a customized in-house Dain Comregio program; and the vessel composite achieval; which is a composite achieval; and is a composite achieval

4

85 Quest Diagnostics Inc. www.questriagnostics.com Tentoro. N.J.

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PRICEWATERHOUSE COPERS

SPECIAL REPORT

		turnover in 2006		2006	
86 OCLC Online Computer Library Center Inc. www.cclc.org Dubin. Oho	1,023 377	10%	3%	•	Alternative scheduling spices at the nearpoil computer them provides and research separation include Switch hours, can always and industrianting, Entitiope transition include Switch hours, can always and industrianting, Entitiope transition include the OSLC Releasers Fam. 8 incursors internal and paid time of it, so or this frame confirm finalment state-of the set explained and the analysis provides programs.
87 J.B. Hunt Transport Services Inc. www.jbhatl.com Lovel Ark.	17,546 300 25%	7%	374	9	A quarterly boxes program afteror IT emphyses at this freight transportation provider to directly barrellt when technology projects improve earnings per share. The IT department also brown how to let because, with anneal cardiovard boat access, cooling contents and a special event called October Seat. The department of involved in supporting various charities, with at beart free IT workers serving on the boards of local interpretit organizations.
88 CMA Financial Corp.	8,077 1,146 3%	12%	7%	5	This cerebrals incurrant company, which includes Continented Canadhy Co. and Continental Assurance Co., offices habiton inhomement and inniverses enrolleges for the receive flow yound on such subject certifications and continuing advantion. Employees are encouraged in help one arrother. The company officer formed and informal mentioning programs and augmost employees pertinently with colleagues in other IT areas to learn one solds on the job.
B9 Alletate Insurance Co.	35,424 3,725	21%	8%	15	Employee welfaces is a priority at this insurance provider. The company offers a variety of litmess programs, numeric children and sendong connection and weight from prouge. To prolepses can participate in litmess waite and health fairs and part discountin can health club numbershipes. All hottle provides its employees with an array of work/file programs, including day one; bening, priorio-freehing and day deserving pervises, as well as Weight Weighters programs and on-site of changes.
90 Aramark Corp. www.aramark.com histochu	165,000 505 30%	14%	7%	7	With more than 240,000 enginees in 16 countries serving thousands of clear locations every day, this fixed sanks and uniform provider office opportunities for employees to teach, expend that steed of expertise and gain exposure to other industries. Employees need with this managers to create individual performance plans, which we reviewed at hast arrushy and are used an appropriated for discussions about personal development and carear paids.
91 The Reader's Digest Association Inc. www.rd.com Possantols. N.Y	2,400 146 9%	5%	15%	5	This publisher of the nation's No. 1 general interest reagazine, Reader's Digest, rewards employee success financially and with promotions. Fur activities include cook oils, but game events and type. The IT culture allows for flashbilly, many IT seaflers work at home on certain days, table braufer to go to the gam, and table eitherstage of other parts the 25 controlled a collective and a staff and gallary. At monthly meetings, business peoples goods with IT about committy projects.
22 Antares Management 2 Solutions Inc. www.antarescolutions.com Vestales.Oho	523 403 364	8%	12%	7	A division of Medical Maniel Services, this company selfs business process and application hosting services to the tile are health insurance industries. Employee benefits include health, denal, vision and precorption drug coverage, as well as flexible sprending occounts and versioners plans. Other prefer trackine the portion of most functions, a cessal drass code, discounts at least related and arrangement sites, and on white bardeing at come locations.
93 MITT WWW.MILEDE Dambroton Mass	10,700 275	9%	8%	2	Prized for its science and engineering experies, this unlearably colorable to people with medings and factures, trecovative or exhibits, concents, plays and films. Not encolorate are also encouraged to express that combine side through program the American behind the Death and courses in the Student Art Association and Clies Lab. MIT better close ties with its houses dry of Confering, better. If inhibitives include highing the city bad it swinters nation is
94 Englewood Hospital and Medical Center awa. Englewoodhospital.com Englewood. N.J.	2,400 54 54%	10%	10%	5	Founded in 1800, the 550-bed seate-care hospital promotes flexibility in work schedules for its employees. Also, manages believe in promoting from which the department. The center recently participated in the Microsoft Vista and Office 2007 early adoptions program. Englewood has programs to recognise employees, length of service in the year lenewals. If surving apportunities visuals in-house workshops and Web-based classes.
95 Creighton University	3,000 94	1%	5%	7	Employees and their lentily members get deep discounts on tailors at this Josef Catholic university. Cheighten offers he workers in three center, or compact olds care, discounted detail and health services at the university medical center, spiritual recounter for people of all faiths and discounted admission to the columnia and athletic events. Employees also get a discount at the compact between and the acceptance and the acceptance and the contract of the compact between and the contract of the compact between and the contract of the contract of the acceptance and the contract of the contract of the acceptance and the contract of the contract of the acceptance and the
6 The Schwan Food Co.	22,000 305 324	17%	28%	10	One of the top frozen picza makers in the U.S. Schwarn is also known for its food home delivery service. The company's new fact intellify program was designed to help employees maintain healthy Blandylos by increasing their assumence of beath-related downer and picking faither the body service. They reserve their health goals. A fitting-party vendor administers the program to cause employee confidentially.
97 Informatica Corp.	700 56	2%	19%	14	Employees at this software maker set this own camer objectives and work with their managers to active them. Five IT employees lead a need to leave. The IT department had a tempore rate of part 17% in 2009, All employees have formal managing over or one needing, with their emalages and geartedy slop band one-on-ones to ensure quality management. Each manager is assigned a professional cooch.
Nationwide Mutual Insurance Co. www.usticswide.com	37,435 5,659 38%	7%	10%	7	The Alternative Workplace Solutions program at this incursors company enables employees to work mentioditional schedules in locations when the effect. Obsics include belocommuning a mobile office plan job sharing, compresse workweelds and flustime. Employees with one year of sanctes who meet certain allightilly requirements can receive solution sessioners of up to \$2,000 per advanced child per famile, plan paid these off up to the days.
99 Deloitte & Touche USA LLP www.deloitle.com	36,222 1,002 28%	12%	8%	4	This, firencial services ferm (the U.S. serv of Delatin Touche Tokenplay) believes in the benefit of Reibble work schedules. The company's Peoblety and Cheloris Hillaries of the supplementation of options that procedule work fire believes. Internal armographers that completely believes are serviced as facilities schedule. On these deligible to the part in professional development on the schedule. On these deligibles of the part in professional development and the seath if employees to take part in professional development and the seath if employees to take part in professional development and the seath if employees to take part in professional development and the seath if employees to the part in professional development and the seath in the seath of the seath in the seath i
100 Duke University Health System Inc. over deletesith.org	20,000 536	6%	5%	2	If employees at this health care experiments are offered a beay of bornells, including health, denied and vision care plans, phenomics, beneath, extending health, denied and vision care plans, phenomics beneath and patient administrate. Large term care and promoted closely resources are also available. The copyrigation has been provided fraudits with options and are conjugations of or hours analytic obstactures, as well as the copyrigation has been incolored after the after all the confirmation of the after all the confirmations.



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of the rest of your resume breaks or
a cold sweet if it you think you're ready,
come ponthe State Farm I beam.





Statistics of Note

HIRING FORECAST

Percentage of companies that expect the number of U.S.-based IT staffers...



... to decrease in 2007, on average by 6%: 39%

FORMALIZED FEEDBACK

How often does your company survey IT staffers about iob satisfaction?



3%

TOO COUR DEMERITE OCCCOON

01(4)(403(b) plan Florible hours

Protice programs for

BOTTOM FIVE RENEFITS OFFERED

Onumba child core Backup child care

THE PAPER AND INK USED IN THE ORIGINAL DURI ICATION MAY AFFECT THE QUALITY OF THE MICROFORM EDITION

TOP FIVE RETENTION METHODS Competitive benefits

Competitive salaries Work/life balance Elevable work house tion raumburrament

OP FIVE COMPANY-SPONSOREO Company gatherings (company pionics, holiday parties) Personal/wellness development apportunities Open forums with

C 2007 SPING LLP a U.S. breated



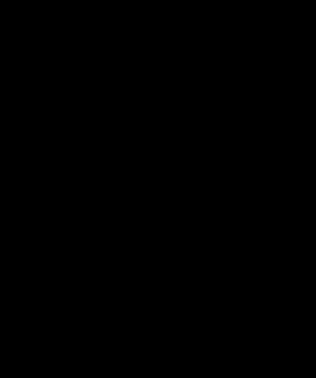




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Statistics of Note



Percentage of companies that expect the number of U.S.-based IT staffers...



FORMALIZED FEEDBACK How often does

your company survey iob satisfaction?



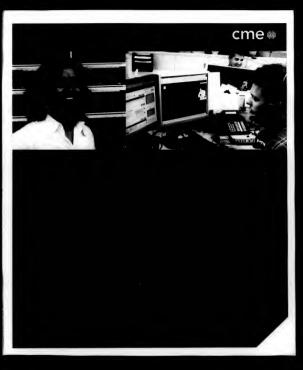
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SPECIAL REPORT

Management

Best Places manages fund well in employee evaluations. Eighty-three porcent of responderts said management makes no disminion based on age, and SEPs sed management twists all employees table based on growth relatives, all the one entires in cased reflexioners would be an improvement, as would better communication. Soling-three procent of employees said IT management involved and interested on their covere (referencement and SEPs said if management movels safetins in decisioner that sides for the soling on their solid s

Management treats everyone fairly and equally regardless of . . .











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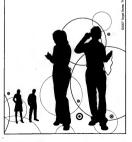
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SPECIAL REPORT

Management

I feel I have a hand in running my company.



My company/ department has a clearly defined mission



disagree: 10%

My company effectively communicates benefit information.



My company effectively communicates career opportunity information.



very Not at all shorther: 3%

Pulse of the Department

orale among employees at the Best Places is high - 1996 tasked their department's morale as excellent.

But stress is high, to - 35% said then hed their verticalizes stressed or very stressful.





Not at all streeshit 2%

SPECIAL REPORT

Management

IT management is in-volved and interested in my career development.



Management recognizes achieve-ments and good work.



My company's corporate culture is positive.



My workload is reasonable.



IT management involves the IT staff in decisions that affect their jobs.



IT management ffectively leads the department.





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100

What Makes Them the Best?

Most-Valued

51%

42% Paulie hours

38%

26% Contrates educators

24% Cubas ballan

14%

10%

9% many

7% Eder care Strongly and property and

l am motivated to do my best.



My job is interesting and challenging.



This is a team-oriented company/department.



I have access to training and education to enhance my skills.



My company is run ethically and honestly.



I have access to new technologies



My performance is evaluated fairly and with adequate frequency.



I have a good relationship with a supervisor.



I have the opportunity to get involved with interesting projects.



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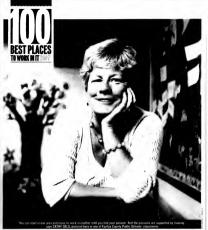
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Customer Success Is Our Mission



Their organizations try hard to keep them happy. And for these five IT staffers, it's working.

Minds

For Fairfax County Public Schools' Cathy Sels. diversity creates opportunity.



BY JULIA KING Cathy Sels, 47. was in the Mexic can fast-food business when she started her IT coreer as a parent volunteer in her

son's kindergarten classroom. "The schools were just starting to get technology, and my son's school was

one of the first," she recalls, "They got computers but no funding for ongoing support or even to set up the computers." So Sels, who has a degree in business management and owns two Tippy's Taco House franchises with her hushand offered to figure out how to book up the equipment and set things rolling Ten wars later, she is director of IT

Continued on page 74 REST PLACES FOR DIVERSITY

Earfax County Public Schools

ED EMPLOYEES





Their organizations try hard to keep them happy. And for these five IT staffers, it's working.

Minds Wide Open

For Fairfax County Public Schools' Cathy Sels, diversity creates opportunity.

Cathy Sels, 47, was in the Mexican fast-food business when

she started her
IT career as a parent volunteer in her
son's kindergarten classroom.

"The schools were just starting to get technology, and my son's school was one of the first," she recalls. "They got computers but no funding for ongoing support or even to set up the computers."

support or even to set up the computers. So Sels, who has a degree in business management and owns two Tippy's Taco House franchises with her husband, offered to figure out how to hook up the equipment and get things rolling.

the equipment and get things rolling. Ten years later, she is director of IT Continued on page 74

PRIZED EMPLOYEES

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PowerVault NX1950

ple, capable unified storage
that consolidates file and

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AWay to Unwin

SAS's Russ Carvenious the perks of overseas travel and a swanky fitness facility.



BY GARY ANTHES When Russ Cary. a senior IT manager at SAS Instibute Inc. joined the Cary, N.C.-based software maker

24 years are, there were 250 employees. and everyone knew one another by name. Now there are 10,000 workers at SAS in 522 offices around the world. and things are a bit different

"But the part that base't changed is the challenge," says Cary, 48, who started at SAS as a data center operator while studying computer science at North Carolina State University. Tm a technology seek, and I love a challenge, whether it's debugging something or new work. SAS managers keep track of my boredom scale, and

Continued from page 72 operations for Fairfax County Public Schools (ECPS) In the years in between she has beloed to implement and support everything from audiovisual equipment, security alarms and publicaddress systems to the wired and wire-less voice and data infrastructure and

they have always done well at finding new things for me to do." It seems unlikely that Cary will suffor from horodom syntime soon. Here's what he and his stell of 27 coversors wide-area networking worldwide; support for IT at overseas offices: global multimedia technologies: telecommunications worldwide, including VoIP;

support for IT at research and development centers in China and India: and worldwide remote access to SAS. Cary acknowledges that all these responsibilities bring considerable stress to the job. But, he says, "SAS does a good

SAS does a good job of trying to cope with the stress by offering benefits like the gym, the day care center, the on-site health care and the freedom of flex hours.

BURS CARY SEMORIT MANAGER

enterprise systems that serve 240 education and administrative sites In the mid-1990s, "lots of technology come in very quickly, and there was always an opportunity to come up with innovative ways to solve problems," Sels says. One of her earliest assignments as an instructor's aide was to

REST OF MOES FOR RENEFITS SAS lextitute lec

job of trying to cope with the stress by offering benefits like the eym, the day care center, the on-site health care and the freedom of flex hours." His staff has round-the-clock responsibil its for alphal communications on a retating basis and receives supplemental pay for being on call, Cary says. And he says he enjoys a great deal of freedom. "I have a presty autonomous ability to do my job, to set the budget and choose the technology." Cary notes. "There's the freedom to explore, the freedom to be creative."

SAS has had an international esence for years but has recently beefed up its overseas activities. Cary says, Just back from a month in India, he says he likes traveline abroad and enjoys supporting SAS activities outside the U.S.

"It's appealing to be able to work with new technology, and now we have the opportunity to do it globally," he explains, "How do you com municate globally? How do you solve performance issues globally? It's introduced a whole new world into the IT organization and kind of reju numerod it life a lot of work and a lot

of stress, but we feed off of that." Asked what he likes hear show working at SAS, Cary says, "It's the total package - the mentality of the company, the challenge of the work. the flexibility of the job."

set up a computer lab at an elementary school with 400 students who, collectively spoke 26 different languages. It was one of Sels' first experiences with the great diversity of colleagues. students, and career and training opportunities that place Fairfax County in a class all its own among this year's

We're diverse in our per-sonnel, but we're also diverse in what we support.

CATHY SELS DIRECTOR

Best Places to Work, Fur instance, of a noral IT aroff of 449 144 are women and 130 are minorities. Ten of the school system's 21 IT managers are women, and II are minorities

160,000 students in the school system, we can often come up against a lanemac barrier and there's always some

one to help you through that," says Sels. But it's the wide range of opportunities to learn new skills and work with different technologies and un multiple sorms that Sels says is one of the hest parts of working for the school system.

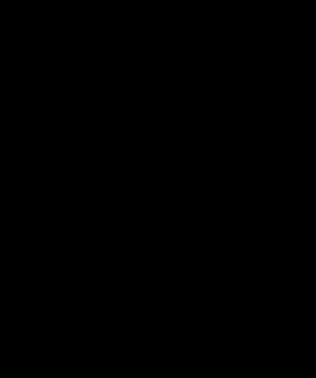
"We're diverse in our personnel but we're also diverse in what we support," she says. If they want to, IT employees can transition from working on computers to networking, or from development to field services. "You can start in one area and move to work in another until you find your passion. And the passions are supported by training," Sels adds. After her first paying IT job as

an instructor's aide. Sels moved to FCPS's technology support group for two years. She also enrolled in night school, earning an MCSE certification. Sels moved again to fill an opening in FCPS's engineering group, learning the technology involved in the back end of the voice and data infrastructure. Next she moved to field services, eventually working her way up to field services courdinator, From there, Sels went to network and systems services, where she was responsible for all wired and wireless networks. After two years, Sels was named to ber current role as director of IT operations, which includes field services, network services, the data center and the network operations center.

*Cathy is an exemplary employee who has worked her way up through our organization," says FCPS CIO Maribeth Luftglass. "She is hard-working, a quick learner, and has strong communication skills. She has taken advantage of professional development and advancement concertunities and has consistently

proven berself as an IT leader." One of the best things about working at FCPS is that "your work speaks for

itself," Sels says, "I've seen it over and over again. People come in and have particular area, and then the opportunity to take a job in that area comes." 9





AWay to Unwind

SAS's Russ Cary enjoys the perks of overseas travel and a swanky fitness facility.

When Russ Cary, a senior IT manager at SAS Institute Inc., joined

the Cary, N.C.-based software maker 24 years ago, there were 250 employees, and sveryone knew one another by name. Now there are 10,000 workers at SAS in 522 offices around the world, and things are a bit different.

and chings are a bit different.
"But the part that hann't changed is the challenge," any Cary, 48, who satred at \$8.5 as a data center operator while studying computer science at North Carolina State University.
"The a technology gest, and I love a challenge, whether it debugging something or my work. \$5.5 mmangers meaning the control of the control

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Best Places to Work. For instance, of a total IT staff of 449, 144 are women, and 100 are minorities. Ten of the school system's 21 IT managers are women, and 11 are minorities.

In working with the more than 160,000 students in the school system, we can often come up against a language barrier, and there's always someone to help you through that," says Sels. But it's the wide rance of encortuni-

ties to learn new skills and work with different technologies and on multiple teams that Sels says is one of the bear parts of working for the school system. "We're diverse in our personnel, but we're also diverse in what we support," she says. If they want to, IT employees can transition from working on compuers to networking, or from development of bed services. "You can start in one services to the service of the services of the count find your passion. And the passions are succored by training." Sels not the

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He's Here to Stay

Expanding opportunities make Creighton's Mark Panning happy to stick around.



BY MARY R. PRATT Mark Panning wasn't planning for a long career at Creighton University when he

moved to Omaha in 1991.

He expected to earn a master's degree in computer science at the nearby University of Nebraska and just happened upon a programmer job opening at Creighton. Now, 16 years later, Panning has no plans to leave. According to Vice President and CIO

Brian A. Young, turnover during the past 12 months has been only 3.7% for a department of 120 permanent workers. Young credits his department's peoplefirst philosophy for the low rate.

first philosophy for the low rate.
"We focus on people, leadership skills, where do they want to go and how do we help them get there," he says.
It helps, of course, that Young can

offer his employees free tuition for two courses a semester plus the ability to audit as many courses as they want. But he says he supports workers who take classes outside the university, too, and finds resources to make it happen. Young also encourages his workers to stay up to date with technology and assume more responsibilities to stay challenged in their jobs. He brings in a leadership coach four days a month for

anyone on staff to meet with.

It's that kind of environment that has kept Panning at Creighton for so long.

"It's about you the person rather than a number," he says, "We're challenged to reach for the stars, so to speak, to think his. If we have an idea, use ideas on all.

the way up to Brian, and to have your ideas heard, that makes a difference."

It's an exciting time, and it's great to be part of that.

MARK PANNING, PROGRAMMER AND TEAM LEAD/PROJECT MANAGER S FOR RETENT

Panning has taken advantage of the department's policies and principles to develop new skills, advance his career and make his mark on the university as a whole. He has taken about 10 upperlevel computer-related courses at Creishton for free.

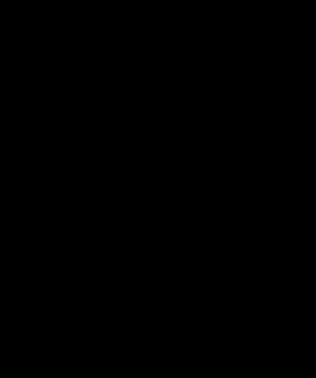
He has also worked with the university's leadership coach to sharpen his skills for serving bis business clients. And Panning and others received extensive training when Creighton moved from a mainframe system to a client/server, Oracle-based system in the late 1990s. Panning started as a first-level pro-

grammer in the university relations department but has moved to a secondlevel programmer jeb that involves more complex designing. He's now a team lead/protect manager supervising six programmers and ownerseing a consulting team. Pranning's area of responsibility has expanded with its now position, too growing from just university relations to include human resources and payoff. Deathing sees more opportunities should and says that with building cotained to the complex of the protection of the complex of the comtraction of the complex of the comtraction of t

He's not jast going along for the riskpanning says his ability to influence what's abead is another reason why he has stayed. He serves on several commities, which allows him to explore new technologies to help university officials become more efficient in various areas. "I like the fact that I'm helping people and I'm learning fabout new technol-

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Pratt is a Computerworld contributing writer in Waltham, Mass. Contact her at marykpratt@verizon.net.





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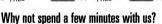
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A Well-Nurtured Career

Supervisory training helped. Corning's Jill Baker herome a hetter hoss



Corning Inc.'s Itil Baker has attended numerous training programs. But perhans the most profound leadership instruction she has received was from

As a 25-war IT

a two-day supervisory effectiveness course she took at the manufacturer's Corning, N.Y., campus in 2005. "I don't think we listen enough to employees," says Baker, who has been manager of global finance and procurement applications at the specialry place

and ceramics maker for the past four years. "It's one of the things I walked away with and try to apply every day." And apparently, she has, Later that

same year, Baker received an award for effectively nurturing the growth and development of her fellow IT workers. "It's only given to one or two people a year, and [Baker] was too modest to bring it up," says Elizabeth Ebeling, a senior communications specialist at Corning.

"I had no idea I was enine to get this [award]," says Baker, "It was a total surprise and quite an honor."

Perhaps it's not so surprising after all. Training alone doesn't make someone a good manager. Supervisors need a variery of traits to become effective leaders. including an ability to listen carefully and inspire others to achieve their scale. Still the quality of training that

Baker has received has helped shape her into the IT leader she is today. In addition to PeopleSoft-related training she has received at Corning, Baker was coached by a more senior IT manager

in the company's environmental technologies division about three years ago. The mentorine program allows managers to seek advice about how to handle real-world situations, including the procer communication approach and tone to use with IT staffers in specific situations. 'Understanding Corning's culture was

truly a hie influence." Baker says. With the help of Corning's tuition reimbursement program. Baker was recently able to earn a bachelor's degree in business administration with a specialty in MIS from Elmira College in Florina NY After obtaining her Continued on page 80

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Continued from page 78

associate's degree in 1981, Baker got married and started a family, but she has been taking college classes periodically for the pase 25 years. "I never totally stopped going to school," says Baker, whose som also just received his brobolov's dorne. "It's been toush."

buck-lor's degree. "It's been tough." Baker's work has taken her to China, Japan, Germany and the U.K. To perpare for those trips, she has taken courses that effer travel tips, including do's and don'ts in certain countries. "I'The challenges of) traveling and dealing with other countries can't be overstated." says Baker. "It takes prac-

tice, and your skills grow over time. It's something I've had to stretch myself to do, but it's probably been the biggest area of development for me since I've been here."

Baker has also taken a slew of project management classes during her sevenyear feature at Corning. The company

specially a connegative courses of the control of t

Baker's education will continue this fall when she takes a weeklong Corning-sponsored course called bimessions of Leadership. The course, which is given by Corning and external instructors to roughly 15 managers at a time, mixes role-playing and lectures. Says Baker, "I want to continue to grow as a manager and in my effectiveness as a manager."



An A' Student

Commonwealth Financial's Keri Donahue took classes

to move from HR to the Web.



After spending the first five years of her

human resources manager at Commontwealth Financial Network, Kerl Donahue started getting antity for a new challenge. So five years ago, when IT executives at the Waltham, Mass-based broker/dealer asked Donahue if shed be willing to spend part of her time helping to implement a content management system, she

leaped at the chance.

A few months later, Donahue was offered a full-time position as a Web site specialist. She hasn't looked back

since. Donahue didn't have any prior technical esperience other than having taken a few introductory IT courses at nearby Bentley College during her undergraduate studies. So other started her badding career in IT by cutting and posting content into a system that feeds Commonwealth's Web size. In her early days in IT, Donahue received a few HTML courses on Commonsale with the common section of the course of the a few HTML courses on Commonwealth's dime as New Horizons Comwealth's dime as New Horizons Com-

These would mark the first steps in a five-year journey that led Donahue, 32, to receive considerably more training, which has helped make her a more effective IT worker — and a better-

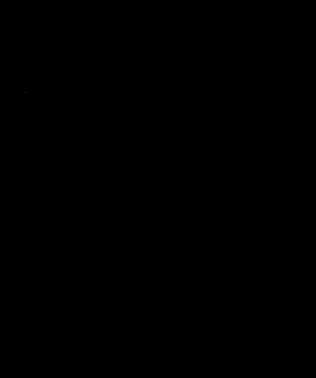
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Donahue has learned a lot about HTML. Photoshop and JavaScript on the job, primarily by tapping the knowledge of more experienced peers. "Commonwealth is great in that you can go to anyone and ask them questions." She says.

Three years ago, after Donahue had begun learning more about Web side usability and demonstrating more interest in that area, her boss gave her a list of classes to consider. After attending a series of two- and three-day courses offered by Human Continued on page 84.

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SPECIAL REPORT

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promotion, she ways Donahue says the off-site transing has sho below her to better understand how people use Web sites and online spollestions and to determine the types of features and functions users want.

As an investment broker/dealer. Commonwealth develops many of its own proprietary products, such as online financial wizards for more than LOOD customore who are independent financial professionals, plus applications that those representatives can use to null all of their customers' information into a single view Danahue explains.

To help her comprehend the needs of Commonwealth's internal and external customers, she has also taken introductory classes on mutual funds and cash "In developing our Web site, it's im-

correct for me to understand mutual funds," says Donabue, "So when someone comes to me and says they'd like to add this piece here or change the look of this area, it's important that I have an understanding of what it all means and how best to display it on our site." The classroom training Donahue has received has also helped her grasp the contextual nature of Web design. For

We have this

BEST PLACES FOR TRAINING 1 Commonwealth Financial Network

instance, one of the courses she took focused nn research and helped her discover why it's a graphical no-no to place red text on a blue background. 'It has something to do with your eves

- it's a physical thing" in terms of how the brain interprets the colors and contrasts. Donahue explains, "I was picking these kinds of things up from my boss. but now it has new meaning behind it." Overall Commonwealth provides its IT workers with an "unbelievable"

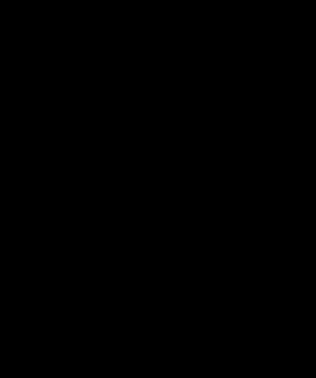
amount of training, says Donabuc. I think I could take a class once a week and not hit every one until after six or seven months," she says. Plus, it's not a static environment. "We're constantly evaluating and improving the classes.

SIN











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SPECIAL REPORT

Continued from page 80 Exctore International Inc. in Boston Chicago and New York, she took an online even in March and received a Web site usability analyst certification. The certification beloed her land a promotion, she says.

Donahue says the off-site training has also beloed her to better understand how people use Web sites and online applications and to determine the types of features and functions users want As an investment broker/dealer, Commonwealth develops many of its own proprietary products, such as online financial wizards for more than 1,000 customers who are independent financial professionals, plus applications that those representatives can use to pull all of their customers' information into a single view, Donabue explains. To help her comprehend the needs of Commonwealth's internal and external

customers, she has also taken introductory classes on mutual funds and cash management. "In developing our Web site, it's important for me to understand mutual funds," says Donahue. "So when someone comes to me and says they'd like to

add this piece here or change the look of this area, it's important that I have an understanding of what it all means and how best to display it on our site." The classroom training Donabue has

received has also helped her grasp the contextual nature of Web design. For We have this credibility we've developed through all of this training.

KERI DONAHUE.

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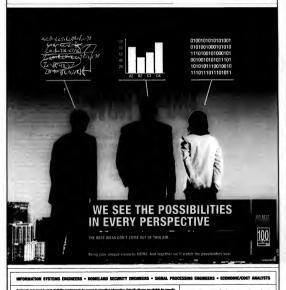
instance, one of the courses the took focused on research and beloed her discover why it's a graphical no-no to place red text on a blue background. "It has something to do with your evers

it's a physical thing" in terms of how the brain interprets the colors and contrasts. Donahue explains. "I was picking these kinds of things up from my boss. but now it has new meaning behind it." Overall, Commonwealth provides its IT workers with an "unbelievable"

amount of training says Donahue. T think I could take a class once a week and not hit every one until after six or seven months" she says. Plus, it's not a static environment. "We're constantly evaluating and improving the classes. what works and what doesn't," she

> The training has also belped Donahue and her peers gain additional respect from end users. Says Donabue "We breen this credibility we've developed through all of this training."

MITRE



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Perk Party

III Last year, Affaire Sec. (No. 22) Inscribe a program called Emisglate 3 Socialized that is designed to bring language and carron less and their lamples, as well as carron less and their lamples, as well as carron less represent interests such as life, time by and home entertainment, spotts, nature and the outdoors, and in ordine, rightfiller, fire arts, trend, others and weight loss. Approximately 72% of IT employees have been insided in noor more clock.

W Al Chartes Schweb & Co. (No. 53), eligible employees can apply for a 20-day paid subbattest, to be used for personal or professional development (including, for example, community service, career reflection or education). Employees service cligible after the years of laft-time service.

Ecreaing lac., (No. 76) offers employees a five-year anotherasy vacation. On every Mith anniversary with the company, employees are given an additional two seasis of paid vacation time to be used during that year. Some recent examples of love employees used this time tracked as cross-country drive, makes, and time although.

IN When IT employees at Harmsh's Entertainment Inc. (No. 56) are stressed, they have several ways to relace, including the complementary ice cream touch that stops by on hot days, drawings for prizes like PlayClaston Portables, and break rooms complete with wireless service, classes TVs, sweet and Xbox machines.

III L. Bean Inc. (No. 55) employees or coins a 40% discount on the company's active gear, discounts of one-third oil the price of other hill grice merchandos and a 25% discount on goods that are parties methy marked down in Bean's raties a vide variety of gear such as tents, backputch, books and strowerkors.

IF YOU WORKED HERE YOU'D BE HAPPY NOW

Whether it's generous vacation time or low-cost health care, these Best Places have what you want.

By Mary Brandel

OME OF US work at great companies, and some of us can only drool. If you fall into the latter category, it's always good to know how the other half lives, especially when the hiring market is so bot bit air's temperature.

lag to start a job search.

For instance, if wearlion time is what
you're after, try Discover Financial Services LLC (No. 43), which offers new
hitres 25 days of paid time off to use at
their discretion instead of designated
sick, personal and vacation time. Or
there's The Render's Digest Association
Inc. (No. 91), which offers 21 days of vacation after just one year of service, as

does Grant Thornton LLP (No. 15). Is health care your driving concern? At Cerner Corp. (No. 59), which designs clinical information systems for health care organizations, you could take advantage of a newly built on-site primary care clink: that serves Cerner associates and their dependents. It provides primary care, laboratory and pharmacy services — many at no cost. In the clinic's first nine months of operation, over 27% of the company's Kansas City, Mo-based employees and their denendents used its services.

filing 10,779 pharmacy prescriptions and visiting the clinic 4,620 times. Part-time workers who need health care benefits could consider Reader Digest, which offers health care to anyone working at least 14 hours per week. United Parcel Service Inc. (No. 84) is also generous to part-time workers, offering health care benefits

for employees working just 15 hours per week, and Corning Inc. (No. 78) draws the line at 16 hours per week. Couples planning to start a family might look at Conerica Bank (No. 33), which defirs 12-week paternity leave at full pay, or USinternetworking Inc. (No. 38), which offers seven weeks of full-pay paternity leave.

If your priorities are training and peofessional development, Harrah's Entertainment Inc. (No. 56) is a company to consider. In 2006, IT employees underwent an average of 65 hours of training, which amounts to about \$3,500 per employee.

Harrab's also knows how to show appreciation for the successful completion of large projects. The company has famously completed six acquisitions in about the same number of years, placing the burden of smooth systems integration on IT's shoulders. At the end of those grueling projects, Harrah's launched a series of celebrations that included a dinner event in Memphis, with a private tour of the Graceland mansion; a luau-themed party at the Flamingo Las Vegas, a winery tour in Atlantic City; and a scavenger hunt at all IT locations, at which everyone received a one-time bonus check, with the total bonus outlay adding up to more than \$5 million.

Community Involvement Some of us want to give back to our

communities, and that neans finding a company that encourages community involvement. Charles Schwab & Co. (No. 53) is one of those places. It not only works to match employees with relevant volunteer activities, but it also hosts an annual service day, which resulted that year in 1,100 employees donating about 5,000 hours' time in 49 employees donating about 5,000 hours' time in 40 in a land officer to confidence that the company of the program, the company provided \$45,000 worth of grants.

For the innovators among us, Discover offers an award program in which employees can win anywhere from 500 to \$30.000 for identifying an opportunity for a new or improved product, service or process. In the past of eight years, the company has paid out more than \$11 million for innovations that have resulted in over \$7 million in cost savings or sale paint. The adoption rate of employees have won the maximum prize. As an added bonut, Discover pays Jeck. Issue and folleral.

So take your pick among the 100 Best Places to Work and partake of some of the best henefits in the IT profession. It would be hard to go wrong. •

Brandel is a Computerworld contributing writer. Contact her at marybrandel@writon.net.



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What do they do?



KATHERINE SPENCER LEE

HE COMPETITION for skilled IT professionals, already intense, is set to get fierce. Just look at the companies on this year's Best Places to Work in IT list: 64% said they plan to increase their U.S.-based IT staffs this year, by 7% on average. And more than one in six (17%) of more than 1.400 CIOs surveyed for the quarterly Robert Half Technology IT Hiring Index and Skills Report said they plan to add full-time IT staffers in this year's third quarter, while only 2% said they anticipate personnel reductions.

In the current competitive landscape, smart businesses recognize that to recruit and retain the best IT workers, they must go beyond standand compensation and benefits. A way to do that that's sometimes overlooked is to establish and maintain a strong organizational identity

Businesses that have set themselves up as "em plovers of choice" - that is, companies whose names alone immediately evoke terms such as innovative, prestigious or cutting-edge - have a much easier time bringing too talent on board. Workers who value those or similar attributes tend to think of these employers first when considering a career move. A positive reputation also belos maiotain lovalty amone existing em-

ployees, who enjoy the feeling of being envied by peers at other companies. Perhaps most important, efforts to reinforce company identity - when they're executed consistently and clearly - have a tendency to snowball, requiring less deliberate effort from above.

For the vast majority of companies, it isn't easy to create and sustain an attractive workplace image, and it doesn't happen by simply stating that your company is a good place to work. Instead, promoting your organization's identity requires deliberate, overt efforts, as well as an adjustment of day-to-day management habits. Here are some things to keep in mind:

Koop it clear. Businesses often feel that there are many qualities that distinguish them from their neers. Your company, fc.: example, might have ao industry-leading compensation policy, allow IT professionals to work with the latest technologies and also maintain a start-up mentality. While all of these aspects of the company culture make your organization unique, it may be wise to keep your communication to current and prospective workers focused on just one or two key characteristics.

Walk the walk. Your company's image must be backed up by company practices. For example, if you want the organization to become known as a great place for IT professionals to advance their skills and careers, you must continue to



invest in new training courses and methods. provide tuition reimbursement, offer flexible scheduling options to accommodate development opportunities, promote from within and so on. Consistency is key to building upon the

identity your firm has established Link internal and external messages. Similarly, it's important to tie internal benefits to the company's external mission. In the previous example, the combined message might be, "Providing professional development to keep employees at the forefront of the industry helps us develop innovative products." By making this connection, you create a simple, coherent organizational identity that's more likely to have

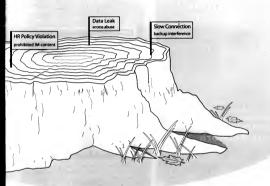
lees and resonate with workers. Brag to others. Your communication effort around your organizational identity will be most effective if it is also aimed at the outside world. For example, your company may pride itself on its eco-friendly policies. Sponsoring a beach cleanup day or issuing a media statement when the company lowers its carbon footprint by a pre-established amount can help build a coherent corporate image that resonates with

prospective employees.

Make sure the message is getting through. Efforts to communicate an image that doesn't match your workers' experiences with or perceptions of the company are bound to breed alienation, not pride. Say, for example, that your firm has many international locations and publicizes the fact that employees have the ability to explore new positions around the world. If most staff members see the openings as available to senior-level employees only, building an identity around your firm's global opportunities will do little to engender

lovalty. So touch base with workers on occasion to ensure that the message you mean to send is clear. IT professionals who clearly "get" the company me are more likely to spread that message among not only talented friends at other companies but also the new hires who are so important for your organization to retain.

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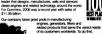
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CONTRIBUTING EDITORS	Francisco, Man. 6900
Jenne Eeble (617) 596-1873 Opmore, leatures	Management of the last of the
Produc Grafia prestor@grafa.com Networking/Internel	Pick, 180.00 per PCompt, 1800 per
David Keakin dhaskmileambink not Mobile & Winniess	Address Military property
CONTRIBUTING COLUMNISTS	Feel melecula
Windows Surface Prof. Ster.	-
John Robento, Michael H. Hopes, Thornton A. May, Bert Partins, Virginia Station, Brace A. Stewart	







Microsoft Looks to Stop Internal Server Sprawl

The profile of Microsoft Corp.'s in-house server farm is similar



ing to change that.

Murray's team manages about 17,000 servers that support 40 000 of Micronoft's and some worldwide in a recent interview with Computproperly Marrow detailed his efforts to boost server utilizanon rates via the liberal use of virtualization technology and a purchasing program he has dubbed "RightSizing," Excerpts

What is your RightString plan all

about? It's a utility concept. where our users focus on their business needs and we worry about the underlying hardware platform. The model is to get them to buy into this utility solution, and they don't have to worry about the hardware refresh - we worry about all that for them. And if they need more compute power, we set it to these Bot use here under what they need not 600 times more capacity than they will use in two or three years.

Why are you doing this new? Back to 2005, we started look ine at our compute utility. We started doing internal benchmarks - which business units are using what portions of their servers, how they rank among business units over time it became apparent that we were buying machines that were way overpowered for our needs. So we started trying to change the conversation about purchasing - to belp business owners understand their real needs and the options for

Like most customers, we don't want to pay for hardware we're not using. And his only petting more propounced the current growth projections of AMD and Intel show sixfold server processing growth from 2005 through 2008. So as the servers get more and more powerful, we're using less and less of Ithat power).

How have your users responded?

Continued from page I HIPAA Audit

mont officials were presented with a list of 42 items that the agency wanted information on. Among them were the hospitaTs policies and procedures on 24 security-related issues. including physical and logical access to systems and data. Interner usage, violations of internal security rules by emplayers, and logging of system activities. The IR other items requested included IT and data security organizational charts and lists of the hospital's systems, software and employees.

Sending Shock Waves HIPAA security compliance

The more fact that an audit of was conducted for the first time has many in the health care industry preparing for more enforcement actions, according to Barry Runyon, an analyst at Gartner Inc. "I don't think Piedmont was an agomaly " he said. "My sense is that there is going to be more feet on the street from HHS going on unannounced sudits

The security rules require operanizations that handle health data to implement measures for controlling access to confidential medical information and protecting it against compromise and misuse.

Randy Yates, director of se-

in how they're using the systems, and now they want more information. We're starting to corrected a lot of our different IT comions to show utilization and growth potential. We also scorecard ourselves from the perspective of an infrastructure and services provider: the nercentage of servers moving to virtualization how heavily the virtualized servers are beine used and so on.

NFWS

carity or Memorial Hermann Healthcare System in Houston said the Piedmont madit contributed in a big way to the energyal of a SL4 million budget item for data encryption during the medical service

provider's next fiscal year. Everybody is aware of the Piedment audit perification Votes said He added that after bearing about it. "we did our own gap analysis and found out where we are at highest risk for noncompliance and we have since taken steps to shore un ithose areasl. As part of its efforts to bol-

ster security Memorial Hermann is also rolling out access management tools developed by Courion Corp. in Framingham. Mass. Yates said the software is expected to beln the mated policies for controlling access to protected medical data by us 19,000 employees

Also driving the increased focus on HIPAA compliance at Managial Harmann is a directive issued last December by the federal Centers for Medicare & Medicaid Scrvices (CMS), Yates said. The directive ordered entities that handle patient health information to implement stronger

authentication mechanisms for limiting access to the data. The fact that the audit appears to have been conducted by the HHS Office of the Inspector General (OIG) is

What kind of progress have you made on the virtualization front? We've not about 1 000 production and 500 development applications running on around

70 bosts. Our goal is for all the virtual environment: we're not necessarily soine back to existing or older applications to vienualize them all

How are you salling the noti of unine virtual servers to your ess customers? We don't discourage businesses from trying So if you like the idea but are worried about performance, we offer you the opportunity to test it for free And we have a money-back

guarantee If you is me on board the virtual machine and don't like it, we give you more one-time on boarding fee and any monthly fees hock We've had one contomer do that

Have you found appli that flat-out can't be virtualized Jaren SOI Server datel

instance? Some that require specialized cards can't be view direct today. As for the others, it's all about a performance envelope. Some of our Exchange workloads may not work in a low-end bostine space, but we don't exclude all Exchange workloads from being virtualization targets.

Drawing Data

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pozzline, said Lisa Gallagher, director of privacy and security at the Healthcare Information and Management Systems Society in Chicago, She said most people in the health care industry had assumed that any security-related coforcement actions would be taken by the CMS, which administers the

HIPAA security rules. 'Nobody really knows why the OIG did it or what's going to be their criteria for selecting the part one "Callagher said. "There's a lot of buzz in the industry."

Chris Apear, president of Appar & Associates LLC. a Portland, Orc.-based consult ing firm, said he thinks HHS decided to conduct the audit at least partly because it was getting political and media pressure to enforce the law. Apgar expects to see more audits in OTHER REDUENTED IT O A but of all system protected health de = A lat of all systems as

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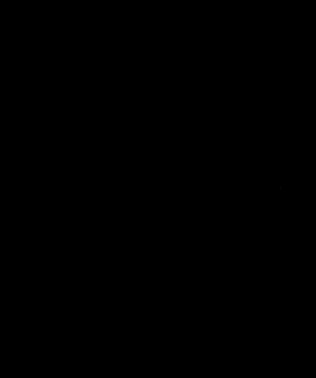
the future. But he said they're unlikely to occur very frequently, because the HHS simply doesn't have the required staffing resources.

Despite the industry buzz cited by Gallarber, Appar said he's skeptical that the audit at Piedmont will sour many health care organizations to

step up their efforts to comply with the security mandates *Until at least several audits have been completed and the industry sees action taken to enforce the HIPAA security rules 1 think serious attention

to compliance will not be a major forus "he said. Officials at Piedmont didn't respond to a request for com-

ment about the audit. An HHS spokesman said only that as a matter of general policy, the agency doesn't comment about ongoing audits.



Microsoft Looks to Stop Internal Server Sprawl

The profile of Microsoft Corp.'s in-house server farm is similar to those of many other companies: one application per server. with less than 20% neak server utiliza-



that support 40,000 of Microsoft's end users worldwide. In a recent interview with Computerworld. Murray detailed his efforts to boost server utilization rates via the liberal use of virtualization technology and o purchasing program he has dubbed "RightString," Excerpts

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How have your users responded? Continued from page I **HIPAA Audit**

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enforce the HIPAA security rules, I think serious attention to compliance will not be a major focus," he said. Officials at Piedmont didn't

respond to a request for comment about the audit. An HHS spokesman said only that as a master of general policy, the agency doesn't comment about ongoing audits.



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Symantec CTS which has plants in Ohio and these other states has 15 Windows 2003 servers along with Rad Met Linershound

hardware to run its ERP system. The unified storage initiarive, dubbed Storage United, was unweiled at Symantec's Vision user conference here last week. The plan aims to link Symantor's NetBackun data protection. Storage Foundation storage management tools and Enterprise Vault archive technology under a common set of services, Symantec ofticials said

Data Center Multitasking Having seen his storage swell from ITB to 30TB in just four years. Vision attendee Kevin Donnellan said he homes Storage United will work as planned. "I definitely see the lines blurring" in the duties of the company's storage administrators said Donnellan assistant CIO for the Screen Actors Guild - Producers Pension and Health Plans in Burbank, Calif.

our size, 10 to 15 [T workers." must assign multiple duties to administrators. people because I can't afford to have a single-duty administrator anymore. The backup administrator is also the security administrator," remarked Donnellan, "You have to either

"A good percentage of shops

wear multiple hats or know how to put them on at least."

Correction in inst week's cover story on contactiess payment cards ("No Contact*), a survey of 800 consurrers on the potential use of cellular chones to make mobile payments was mistakanly attributed to MasterCard Worldw The survey was conducted in March by Visa U.S.A. Inc.

The pension and health insurance arm for SAG union members has HP 9000 servers running Microsoft Windows 2002 Red Hat Linux and HD-UX. It uses Symantor's Managed Security Services for data protection and backs up core does using the wendor's Veritas. NetBackup tools.

Symantec Chairman and CEO John Thompson said the Storage United services address multiple storage issues. including poor performance in beterogeneous operating system and hardware environments, fragmented departmental management of data center assets, and exploding data

growth. "IT organizations grew up through specialists' sikes, and those silos created operational excellence. But as the infrastructure sizes over time, they created operational complexity

1 have to cross-train my people because I can't afford to have a single-duty administrator anymore.... You have to either wear multiple hats or know how to put them on at least.

CENTRAL DOMMER LAN. ASSISTANT CO. SCREEN ACTORS GUALD -

PRODUCESS PENSION AND HEALTH PLANS

as well." Thompson said. The Storage United initiative aims to provide a horizontal mannecessary view of technologies within the data center, he said. Brian Rosario, vice president and support systems manager BankUnited Finan cial Corn in Coral Gables, Fla. declined to talk specifically shout the Storage United plan.

but he did note that the need

for IT personnel to be cross-

trained is becoming arrest.

"I think there is real tooth in this initiative," said Lauren Whitehouse an analyst at Fnterprise Strategy Group Inc. in Milford Mass "Fndusers have begun to increasingly demand integrated platforms. I don't think it will be hard to sell the concept to end users. Everyone gets the benefits of consolidation." Dennis Martin, president of

Domartek Inc. a research firm

in Arvada, Colo., noted that in-

tegrating Symantec products should enable IT executives to better understand which of the vendor's offerings best meet their needs

"There is a need to sort of identify all the things that are related to storage which neonle need to manage," said Martin, "It's not just backup and recovery anymore but falso storage resource management and de-duplication. There's a lot of things going on. and customers want to be able to say. These are the areas I'm looking for "

Martin added that the contimping trend of combining storage, server, hardware and software administration roles within data centers that are facing manpower or budget soneezes will further drive demand for shared capabilities across storage, networking and security technologies.

NetBackup Update Boosts Performance, Security

EARLY USERS of Symanter's re-vamped Vertus NetBackup software say its improved management cape hillies and performance are solving problems that forced users of older

ions to abandon the product. Cupertino, Calif. based Symanton unveiled Version 6.5 of the backs in and recovery software during its W ning oner conformers have last work

NetRackup 6.5 adds a host of capublities - native disk-based backup. samplified data de-duplication, support for VMwere virtualization, hetprogeneous snapshot menapement and continuous data protection. The company said.

Keven Doonellan, assistant CIO for the Screen Actors Guild - Producers Prosion and Health Plans, said he expects the upgraded version of the tool to help correl the company's prohity 3TB to 5TB storage backups and 10TB to 12TB weekend hackups. in just four years, the insurer's

storage capacity has grown from 118 to 3018 on two storage area networks (SAV) he noted

figuration of dual backups - one in-house and another at an off-site stomos firm - rould use more fregower in the form of disk-to-click canabilities, which he expects to be included in NetBacken 6.5. The pension and insurance firm tested early releases of the new Not-Backup software, which registered teninid to Riterriold performance

December said his current con-

improvements in disk-to-disk backuzs via a SAN compared with Version 6.0. Donnellen sard. In 6.0." he added, "we have only one beckup policy we can put to-

orther at one time, so all our servers have to live under the same policy. (NetBackup) 6.5 allows multiple heriom policies, so you can renk the importance of your backups as opposed to a time stamp, which is very event for us

The ungrades are too little, too late for organizations like the government of Pennsylvania's Deuphin County. which has offices in Harrisburg. George Kuharic, manager of en-terorine sustems for Daughin County.

said he grew increasingly huntra with NetBackup's performance on in the decade because it consists

caused problems during backups "MetRecisio might chun ziono and do 90% of a backup, and then we'd get a network error or some thing, and it would just lell the job."

Kuharic said. The county dumped NetBackup in favor of Committeeth Systems inc.'s Galaxy backup product last war and the move has need him

dividends, said Kelteric "If I were taking to [Nuhwic] 1 would ser that we've gone leaps and ando from where we were with NetBackup 4.5," said Peter Eliman, senior product marketing manager for NetBackup at Symentoc. NetBackup 6.5 is equipped with a new SAN client that lets storage ad-

miredators perform SAN backups to a disk pool, the company said. Further, the uncreded backum tool can be married to Symantec's PureDisk de-duplication technology to minimize unnecessary file dupli cation and wasted storage space. Sumanter officials noted

rtBackup 6.5 also includes links to FMC Corn 's VM-use Consolidat ed Backup centralized backup facility to officed backups from the primary Where server onto a secondary backup server. Symantec said. Symantic noted that smaller Villware environments must use the company's PureDiek offering in a

virtual machine instead of the Nat-

- BRIAN FONSECA

Beciero client

One data breach at a global retailer:

46 million credit cards stolen \$8 million in fraud \$1.7 billion to fix

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How Secure Is Your Network?

Despite legislation, spyware is still one of the fastest growing security threets according to the FBI and the Federal Trade Commission. Trusting a feeture in an antivirus software – or freeware – to detect a threet as serious as spyware is clearly not the best solution.

in fact, a Fortune 500 company recently installed Webroot products on 30,000 deaktops and immediately detected and removed 6,900 spiles, 568 Trigens, and 21 key/oggers – on a network protected by three layers of freewere and a wellknown antifyring product that supposedly had antispywere capabilities.

Webook Spy Swepper Estepties in the leading standards artispywers solution with more than 3 million users, the based by the second of emillial and medium businesses and Fortune 500 compresses side. Webook allow sets SME Security, which combines our enterprises technology with market-leading artishus software powered by Society constant to be all anti-milliance solution residently with market-leading artishus software powered by Society constants.

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What Matters Most

THAT MAKES an IT shop one of the Best Places to Work in IT? Great benefits? Fascinating work? A beautiful locale? Free cappuccino? This year, we don't have to guess. As part of our 2007 Best Places survey, Computerworld and IDG Research asked more than 27,000 IT professionals that very question.

Their answers are nothing short of amazing. More people we surveyed (87%) agreed with this response than any

other: "I have a good relationship with my supervisor." That was followed closely by those (86%) who agreed with this response: "Our company is run ethically and honestly."

If you're not blown away by that, consider how these IT pros answered the question, "What's most important to you?" The most-served-to statement (95%): "I have a good relationship with everyone on the team.

my co-workers." Next most-agreed-to (86%): "I am proud to work for my company Good working relationships. Ethics and honesty. Pride. Those are the things that mark great

IT workplaces above everything else. They're more pervasive than job security or career growth or interesting work. Reasonable workloads? A clear mission for IT? Sure, those are often found in our Best Places to Work. But they're not at the top of the list-

It's true that a great place to work needs comnetitive pay. It needs a good benefits plan and opportunities for employees to grow in their knowledge and their carriers. Parties and popcorn don't hurt, either

But no increase in the payroll, benefits, training or free-food budgets can deliver what these IT people say is most important to them. You can't buy your way into being a great place to work. It's got to come from an orga-

nization's culture. That's a truly stunning statement about our values in IT. Money is nice, technology is fun cancers are important. But above all, we care about people, about doing the right thing. and about being proud of what we do.

It doesn't stop there, though, These aren't just noble values. They're not just processary pieces of a great IT workplace.

They're also critical elements for an FT shore to contribute to the success of the business.

Consider: When IT people have good relationships with their manag-

ers and co-workers, they communicate. They liston They cooperate They care shout their own success, but they also care about the success of

And as their circle of cowerders expands to inchade users on the business side - their partners in building business systems - they're more likely to care about the success of those users as well. Good relationships bring organizations together and focus everyone on success.

Consider: When IT people see ethical, honest behavior as a fundamental value of their organizations, that clears away huge amounts of uncertainty. Telling the truth and doing the right thing become the culture. The success of the business isn't tied to backstabbing, cheating and lying, but

to competing hard and winning cleanly More than that, an honest company culture encourages honest employees who deliver their best work and aren't afraid to admit when something has gone wrong while there's still time to

correct it. And consider: When IT people are proud

of their company, they'll make damned sure that their own work is something to be proud of, too. No slacking, no corner-cutting, no half efforts - it's not about doing just enough to get by; it's about doing great work that truly contributes to

the success of the organization. Good working relationships. Ethics and honesty. Pride, Maybe we really shouldn't be so amazed after all that these are the things most valued by IT people at the Best Places

They just happen to be the things that make for a best place to succeed with IT, too.

Work-amunds

This pilot fish is running network traces one evening in diagnose problems accessing e-mail, and he discovers that one user's workstation is generating a barrage of network traffic that's maxing out the server. "When I called the user, he finally confessed that to deteat the pesky screen-lock timeout foisted upon them by the security folks, he and his buddles would bring up the e-mail client, out a pipe clean around the F9 key to keep it stuck down, and voilal - the screen wouldn't lock. That night, he forgot to unstick the key so it can all night. Unbeknownst to the user, the F9 key forces a rather server-interceive refresh postation. No wonder our e-mail servers have been boosed down lately! CHESKI

creed - and on t

of that, he says this sys

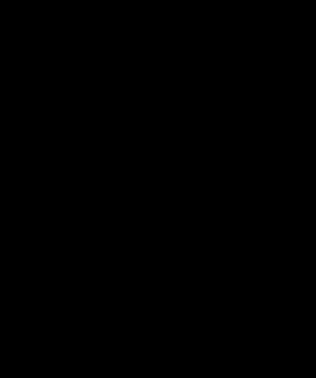
ters from his last man nt name," says fish.

Hardware Fix

save on IT olies

THE PASSWORD IS SHARKY. Send me your true take of IT life at sharky@computerworks.com, and you'll get a snazzy Shark shirt if I use it. And check out rto's bloo, browse the Sharkives and sign up for Shark





FRANK HAVES . FRANKLY SPEAKING

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